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ABSTRACT

The document serves as a basic text for the indoctrination of all naval officers and as an introductory text for the officer who specializes in personnel administration or manpower management. Chapter 1 contains an introductory summary of the various functions of naval personnel administration and manpower management and describes the processes of personnel research. Chapter 2 introduces the basic legislation governing administration of naval personnel and traces lines of responsibility for the various personnel functions through the chain of command. The occupational structure and classification systems and procedures for the officer, enlisted, and civilian personnel are discussed in Chapters 3, 4, and 5 respectively. Provisions for modifying the occupational structure in response to technical developments and other changes are also discussed. Separate chapters are devoted to manpower requirements, manpower information systems, personnel records, recruitment, and education and training. Chapter 11 discusses officer preformance and evaluation and provides detailed coverage of the preparation and use of officer fitness reports. Chapters 12 and 13 discuss enlisted and civilian performance, evaluation, and discipline. Chpaters 14, 15, and 16 discuss the Navy's religious program; personal affairs and morale; and separation, discharge, and retirement. The Navy rating insignia and subject index are included. (Author/EC)

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PERSONNEL MANAGEMENT

Prepared by

BUREAU OF NAVAL PERSONNEL

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NAVPERS 10848-E

U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
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PREFACE

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Personnel Management, NAVPERS 10848-E, is a revision of Personnel Administration, originally published in 1949 and revised periodically thereafter. The title has been changed to reflect the current concepts of both personnel administration and manpower management. This book is designed to serve as a basic text for the indoctrination of all naval officers and as an introductory text for the officer who specializes in personnel administration (the administration of people) or manpower management (the administration of requirements) and for anyone who is interested in Navy personnel management.

This book provides a summarization of the various functions of personnel administration and the processes that support these functions. Also, the procedures that support the Navy's personnel requirements (manpower management program) are discussed in detail. Where appropriate, officer, enlisted, and civilian procedures are treated separately, in that order. The subject matter presented provides general background information, supported by references to publications and directives that provide details of specific procedures.

Chapter 1 contains an introductory summarization of the various functions of naval personnel administration and manpower management, which are discussed in more detail in the remainder of the book. The first chapter also describes briefly the processes of personnel research, which provide background information for most of the functions enumerated. Chapter 2 includes an introduction to the basic legislation governing administration of naval personnel and traces lines of responsibility for the various personnel functions through the chain of command. The officer, enlisted and civilian occupational structures are discussed in chapters 3, 4, and 5 respectively. In each case, description of the existing structure is accompanied by explanation of the classification system and its procedures. Provisions for modifying the occupational structure in response to technological developments and other changes are also discussed. Separate chapters are devoted to manpower requirements, manpower information systems, personnel records, recruitment, and education and training. Chapter 11 discusses officer performance and evaluation and provides detailed coverage of the preparation and use of officer fitness reports. Chapters 12 and 13 discuss enlisted and civilian performance, evaluation, and discipline, respectively. Chapters 14, 15, and 16 discuss the religious program, personal affairs and morale, and separation, discharge and retirement.

Personnel Management was prepared for the Bureau of Naval Personnel by the Training Publications Division of the Naval Personnel Program Support Activity. Technical assistance was provided by various divisions of the Bureau, by the Office of the Chief of Naval Operations, and by the Office of Civilian Manpower Management.

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THE UNITED STATES NAVY

GUARDIAN OF OUR COUNTRY

The United States Navy is responsible for maintaining control of the sea and is a ready force on watch at home and overseas, capable of strong action to preserve the peace or of instant offensive action to win in war.

It is upon the maintenance of this control that our country's glorious future depends; the United States Navy exists to make it so.

WE SERVE WITH HONOR

Tradition, valor, and victory are the Navy's heritage from the past. To these may be added dedication, discipline, and vigilance as the watchwords of the present and the future.

At home or on distant stations we serve with pride, confident in the respect of our country, our shipmates, and our families.

Our responsibilities sober us; our adversities strengthen us.

Service to God and Country is our special privilege. We serve with honor.

THE FUTURE OF THE NAVY

The Navy will always employ new weapons, new techniques, and greater power to protect and defend the United States on the sea, under the sea, and in the air.

Now and in the future, control of the sea gives the United States her greatest advantage for the maintenance of peace and for victory in war.

Mobility, surprise, dispersal, and offensive power are the keynotes of the new Navy. The roots of the Navy lie in a strong belief in the future, in continued dedication to our tasks, and in reflection on our heritage from the past.

Never have our opportunities and our responsibilities been greater.

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CHAPTER 1

FUNCTIONS, SCOPE, AND PRINCIPLES

Every naval officer is directly concerned with personnel management. Throughout his career he is responsible for the performance, the morale, and the well-being of the military personnel directly under his authority. In many shore billets he also may have responsibilities connected with civilian personnel. As he advances in grade, his influence is likely to be felt by larger and larger groups of the men and women who comprise the Navy.

It is important, therefore, that every naval officer understand what personnel management means in the Navy, the organization through which it is carried on, the functions it embodies, its effect upon naval operations in general, the principles that underlie its various procedures, and the procedures themselves. This is a large order. Probably no one officer can hope to become an expert in all these aspects. Certainly it is not the purpose of this text to produce experts. Rather, it is the intention here to give the general understanding necessary as an approach to all types of personnel management responsibilities and as an introduction to each of the major personnel management procedures that a naval officer might be expected to perform or supervise.

This chapter concerns itself with certain basic questions: What does personnel management mean in the Navy? What are its functions? What factors in the Navy's mission and structure affect the personnel situation? How is personnel management affected by technology, by naval strategy, and by international events? How does personnel management affect naval operations? What principles underlie good personnel management? What research is carried on to keep Navy personnel management current with the Navy's mission and with the technology employed in carrying out that mission? What, in general, are the techniques of that research?

BASIC CONCEPTS

Personnel management includes both manpower management (the administration of requirements) and personnel administration (the administration of people). What does the term manpower management mean? How does it differ from personnel administration? How are the two concepts related?

MANPOWER MANAGEMENT

Manpower management includes planning, statistical forecasting, balancing, and approving manpower requirements; that is, the specific numbers and kinds of military billets or civilian positions required by each activity (sea or shore), to perform its assigned mission and tasks, ensuring at all times that billet, and ashore position, requirements adequately provide for operational readiness, augmentation of the fleets, maintenance, administration, training, and sea-shore rotation. Planning and control of manpower and the effective utilization of manpower to meet such requirements are properly functions of management (command) coordination. The exercise of these functions includes:

- Techniques for forecasting manpower requirements.
- Statistical analyses, applications, and interpretations.
- Measures of effective use of manpower utilization.
- Development and maintenance of manpower systems and methods support, including automated capability.
- Development and use of productivity measures.
- Development and application of staffing standards, of occupational identification codes, on-site manpower surveys, and related manpower control procedures.

PERSONNEL ADMINISTRATION

Personnel administration is the administration of people as opposed to requirements. The administration of people involves retirement, classification, training and development, assignment and rotation, transportation, discipline, advancement, personnel records, personnel accounting, performance evaluation, separations, retirement, as well as providing morale services.

There are many definitions of personnel administration, each perfectly valid—each incorporating the concept of "getting things done through the planning, supervision, direction, and coordination of human activity." Using this concept as a basis, we can define personnel administration in the Navy as the means by which the Naval Establishment accomplishes its mission through the effective use of people.

The basic objective of personnel administration is very broad; namely, to contribute to effective management wherever human relations are involved. Its major operational objectives are threefold:

1. To obtain the best qualified people for the work to be done, and to ensure the best use of their capacities in the organization.
2. To establish in-service policies and working conditions that will develop and maintain the best work interest, satisfaction, and performance of personnel.
3. To assure value for value in expenditure of funds for personal services—type and quality of performance commensurate with cost.

It is immediately apparent that personnel administration is not only the specialized field of the personnel officer, it is the responsibility and function of every supervisor. It is, then, the daily concern of any naval officer who may be now or in the future, supervising other officers and men, or Navy civilian employees.

The successful accomplishment of any mission depends as much or more on the personnel assigned as on the equipment and facilities used. In the Navy, as in all the armed services, the effective use of people is imperative; manpower is the most critical of the nation's resources. Operational readiness must involve personnel readiness; combat efficiency will reflect personnel efficiency—or the lack of it.

PERSONNEL SYSTEM MUST BE DYNAMIC

In any organization personnel management must be particularly responsive to changes. Human beings are constantly changing in response to their environment, their relations with each other, and the demands of their work. While the mechanics of organization determine the organizational structure and the functions necessary to a purpose, the dynamics of organization, in which the primary factor is the human element, is necessary for the accomplishment of that purpose. With individuals as the basic consideration, the personnel system provides the dynamics of the organization. Thus the personnel system must be flexible. It must consider all changes that affect personnel policy, including those that influence obtaining and retaining competent people to accomplish the purpose of the organization.

Naval manpower management and personnel administration, however, must be engineered to cope not only with the personnel problems inherent in any organization but also with the special problems posed by the size of the Navy, the variety of its functions, the global scope of its operations, the mobility of its forces, the rate of change and complexity of its technology, the turnover and rotation of its personnel, and the requirement to develop and implement its own training programs.

To cope with these formidable problems, the Navy assigns a large contingent of support personnel—military and civilian, commissioned and enlisted, in field and at departmental level, on shore and at sea—to aid in the planning and implementation of procedures and actions. These specialists and others who have responsibilities and duties connected with manpower management and personnel administration are, in turn, supported by a modern data gathering, processing, and reporting system which provides the timely and accurate information necessary to make decisions.

Specifically, let us next consider how management is affected by the following factors: (1) technological changes affecting ships, aircraft, weapons, communications equipment, and other materials; (2) changes in national strategy and policy in response to the world situation and the current needs of this Nation; (3) the supply of personnel available; and (4) human factors. None of these factors exists in isolation; allowance must be made for the interplay of each upon the others.

TECHNOLOGICAL DEVELOPMENT

The Navy today has nuclear submarines capable of operating submerged for months, mobile carriers with great striking power and unlimited "staying power", potent guided missiles with pin point accuracy. All of these have influenced naval operations, though probably the greatest impact on personnel management has been made by automation. Sometimes spoken of as the second industrial revolution, automation carries mechanized production further by means of automatic controls built into and maintaining the process. These eliminate what the process cannot handle or adjust the process so as to make it produce the desired result.

For years the Navy has used automation in the form of electronic computers to handle the extremely complex calculations required in fire control, such as torpedo directors on surface ships, torpedo data computers on submarines, the computers used for launching and guidance in guided missile systems, and the anti-submarine warfare attack directors.

Now one of the newest types of computers, the electronic data processing machine, is revolutionizing industry, business, and government by eliminating the repetitive office work jobs. The Navy is using these machines for inventory management, stock status reporting, production planning and control, cost accounting, production scheduling, facilities management, aviation logistics and planning, manpower allocation and control, as well as for the solving of scientific problems.

These technological developments require many kinds of personnel action. The new weapons and weapons systems sometimes require the setting up of new enlisted ratings such as Data Systems Technician (DS) and Missile Technician (MT). Very often a technological change brings about a change in personnel requirements by a shifting of personnel from one rating to another, as for instance from firing guns to firing missiles. This shifting of personnel requires that they be given further training, either in schools or aboard ship. In still other cases, ratings are expanded to include more qualifications—thus incumbents will require more training to retain their ratings. Too, the complexity of the new aircraft, surface ships, and submarines, and their components and equipment is such that many ratings have become highly specialized. For instance, an Aviation Machinist's Mate who can overhaul and repair a "Phantom II" (F-4) would probably be unable to overhaul a "Crusader" (F-8) unless he has also taken special training in the maintenance of that aircraft.

Personnel administration must likewise take account of the effects of these new conditions upon individuals. For example, extensive tests were held to determine how personnel would respond to prolonged submersion in a submarine. Each new technological development brings new problems of human engineering.

NATIONAL DEFENSE POLICIES AND STRATEGY

The primary mission of the Navy—to control the sea; to gain its use for overselves, and deny its use to an enemy—remains constant at all times. The missions of activities of the Navy, however, change from time to time according to changes in national strategy and policy. Composition of the Navy, its organization, and the deployment of naval forces are basically dependent upon national policy and current strategy.

The national defense policies and the consequent strategic concepts are governed by three factors—the technological developments of the United States, the technological developments of the potential enemy, and the strategy of the enemy. The developments in guided missile weapons systems have made gun warfare virtually obsolete, and gradually guns are being replaced by missiles aboard aircraft, submarines, and surface ships. Nuclear power first entered the fleet in atomic powered submarines, and can be expected to be used increasingly in other classes. The achievements of submarines in reaching the North Pole and steaming under ice for a northwest passage drastically changed strategic concepts. The strategy of the U.S.S.R. in producing large numbers of submarines has led us into the strategic concept of large scale anti-submarine warfare with the development of more sensitive detectors and more accurate fire control systems. Satellites and space explorations are opening new avenues for strategy and further research by providing information never before obtainable. At the same time their use by a potential enemy offers a new type of threat to national security.

The personnel management system must be responsive to all changes in strategic concepts and national defense policies in order that sufficent numbers of trained personnel will be available to man and maintain our defense and weapons systems.

AVAILABILITY OF PERSONNEL

Availability of sufficient personnel with qualifications suitable for the Navy's needs depends heavily upon two factors: (1) availability of funds; and (2) competition of the Armed Forces with private employers for qualified manpower.

Availability of Funds

The availability of funds is dependent on the amount of congressional appropriations and limitations set by the Bureau of the Budget and others. This imposes upon Navy planners the necessity of analyzing carefully and thoroughly the manpower needs indicated by the current missions.

Budgeting for the Navy begins at the working level and passes up the chain of command, the budget proposals being consolidated and coordinated en route. Then the budget for the entire Navy is submitted by the Secretary of the Navy to the Secretary of Defense. Thence it goes to the Office of Management and Budget (formerly the Bureau of the Budget) for review and coordination with the policies of the President. As a part of the President's budget, it is finally submitted to Congress. At each of these steps it may be modified or increased or decreased.

When Congress authorizes an appropriation, Navy planners must adjust their planning in view of the funds available. The problem now is to accomplish the assigned missions and tasks with the personnel who can be paid with the funds authorized.

Competition For Manpower

Just as the Navy's manpower needs are affected by technological and strategic developments, so are those of the other Armed Forces and of civilian industry. Individuals skilled in the operation and maintenance of the new equipments are in short supply, and the Navy is in competition with other users for these personnel. Industry wages vigorous recruiting campaigns in schools and colleges, making use of attractive literature, personal counselors, and recruiters. For persons with qualifications most in demand, industry offers high entrance salaries and attractive living conditions.

Enlistments and the draft ensure the Armed Forces a general supply of manpower, but not necessarily trained or skilled manpower. The need today is to retain qualified individuals in the Navy after they have completed their military obligation and to recruit and retain qualified civilians for nonmilitary billets.

Pay scales of both military personnel and civilians, since they are fixed by Acts of Congress are less flexible and less responsive to general economic changes than are those outside the Government. In times of depression this tendency gives an advantage to the Armed Forces, but during inflationary periods the advantage is on the other side. In their recruiting, the services emphasize career opportunities and various fringe benefits to offset pay differences and to attract capable personnel.

DETERMINING MANPOWER REQUIREMENTS

The first task of the Navy's manpower management system is to determine the qualitative and quantitative manpower requirements for the ever changing international situation. The numbers and types of officer and enlisted billets must be determined for every ashore and afloat activity, for each new piece of equipment, and each newly assigned mission or change of mission.

Keeping abreast of changing requirements and coordinating them to provide an overall manpower picture involves:

(1) developing planning documents

(2) extracting pertinent information from planning documents to assist in determining requirements, and

(3) preparing inventories of personnel capabilities to meet requirements. The basic products of this process are:

- Staffing Criteria.
- Peacetime Manpower Allocation/Requirements Plan (P-MARP).
- Mobilization Manpower Allocation/Requirements Plan (M-MARP).
- Civilian Mobilization Manpower Allocation/Requirements Plan (CIV-M-MARP).
- Manning Documents (Ship, Squadron, and Shore), which complement the staffing criteria.
- Organizational Manning (the authorized officer and enlisted strength of a fully combat ready unit as determined by the Chief of Naval Operations).
- Conditional Manning (the authorized reduction in organizational manning which results in a corresponding reduction in required functions below the designated capabilities of a ship as determined by CNO).

- Manpower Authorizations, OPNAV 1000/2, which list and describe the individual billets authorized for each naval activity.

These products are used as guides for personnel planning, for the procurement, distribution, and training of officers and men, and also as the basis for field personnel accounting.

MANPOWER SURVEYS AND STAFFING CRITERIA

The Navy Manpower Survey Program and the Navy Staffing Criteria Program are part of the Navy's effort to accurately determine manpower requirements and to improve manpower utilization. Responsibility for coordinating and administering the programs is assigned to the Chief of Naval Operations, under the policy control of the Under Secretary of the Navy.

Manpower Surveys

The basic objectives of the Navy Manpower Survey Program are to:

- Determine the optimum military and civilian manpower required for each activity, afloat and ashore, consistent with immediate operational readiness and with adequate fleet logistic support, based on considerations of policy, mission, workload, physical facilities, and other pertinent factors.
- Establish a firm manpower requirements base from which future adjustments can be determined when changes in mission and workload occur.
- Determine the most efficient distribution and utilization of available manpower at each naval activity.
- Verify staffing criteria for use in developing forecasts for manpower requirements and for staffing naval activities.
- Correct inequitable distribution of manpower within and among naval activities.
- Strengthen liaison among Chief of Naval Operations, distribution authorities, and user activities.

Staffing Criteria

The primary objective of the Navy Staffing Criteria Program is to:

- Develop, disseminate, and maintain a group of systematically developed qualitative and quantitative staffing criteria (standards) which may be used at all levels of command to determine present manpower requirements based on the performance of work contained in defined functions.
- Predict and forecast future manpower requirements.
- Measure and evaluate manpower management.
- Ensure proper manpower utilization throughout the Navy.

Staffing criteria are promulgated in two publications: *U.S. Navy Staffing Criteria Manual for Activities Ashore*, OPNAVINST 5310.5A, and *U.S. Navy Staffing Criteria Manual for Activities Afloat*, OPNAVINST 5310.6A. Detailed information on how to develop staffing criteria is given in the *Handbook for Staffing Criteria Development for Activities Ashore*, OPNAV 01B1-P1.

DISTRIBUTION

The primary objective of distribution is to maintain an equitable balance of personnel among the major fleet and shore administrative commands and to maintain balance of strength among their subordinate administrative commands — thus achieving an equitable distribution of enlisted personnel to all ships and activities. The Manpower and Personnel Management Information System (MAPMIS) through the use of electronic data processing machine methods, classifies and counts the various categories of naval personnel, both active and inactive, in peacetime, during mobilization, wartime, and demobilization in order to control procurement, recall, promotions, discharges, releases, and separations. By comparing current on-board strength with future requirements and by compensating for prospective losses, an accurate determination can be made on the numbers of personnel that must be obtained for our active and reserve forces.

SCOPE OF PERSONNEL OPERATIONS

The Navy's personnel functions are concerned not only with naval officers, enlisted personnel, and civilian employees but also with another group of civilians, the dependents of naval personnel. The well-being of this latter group vitally affects the morale and performance of naval personnel. Because each of these three groups presents somewhat different problems, each is treated separately in the following discussions of the provisions made for each group for such functions as career development, physical fitness, health, education, morale, and public affairs.

NAVY PERSONNEL

Having determined its manpower requirements, the Navy then provides various programs and services to help ensure the fulfillment of these requirements; among these are programs for career development, physical fitness, the education and morale of naval personnel, and public affairs.

Career Development

The Navy like any other employer is concerned with developing career personnel to maintain the strength and efficiency necessary to accomplish its mission. A high turnover is costly both in the dollars spent on training and in the loss of experience and operational efficiency. The Navy has developed a carefully planned system for helping Navymen to build careers. This includes classifying the qualifications of the individual and analyzing the requirements of the job, and then matching the individual with the job. It also includes well delineated paths of advancement — the enlisted rating structure and the grade structure for officers; and reports on performance — the Enlisted Performance Evaluations and the Fitness Reports for officers.

The naval enlisted man is first classified at a recruit training center, and is given a Navy enlisted classification (NEC) if appropriate. As additional qualifications are acquired through training and experience, the individual must be reclassified so that the record of his qualifications at all times represents his highest level of proficiency. He is encouraged to qualify for the next higher rate. If his commanding officer considers him capable of performing the duties of the next higher rate and he satisfies all of the eligibility requirements for the new rate, the enlisted man will be recommended by his commanding officer for the competitive Navy-wide examination. Whether or not he is advanced immediately depends largely on two factors — his own standing on the eligibility list, and the number of persons needed for the rate (as determined by BUPERS).

An officer is classified at the time of commissioning when he completes his Officer Qualifications Questionnaire. As he proceeds through his career in the Navy, his qualifications change by virtue of increased responsibilities on the job, courses taken in colleges or Navy schools, and correspondence courses completed. Officer files, consisting of various documents and records, are maintained in Washington, D.C. Selection boards are appointed and convened annually, for the various grades and corps of the Regular Navy and Naval Reserve, to recommend officers for promotion. The fitness reports and files of all officers in the promotion zone are studied and graded, and the predetermined number of officers eligible are selected for promotion.

Fitness, Education and Morale

A career in the Armed Forces differs significantly from one in industry, business, or civilian Government service, in that instead of an 8-hour-a-day job, the serviceman has a 24-hour-a-day job. When he enters the service, a Navyman accepts the Navy way of life. He and his family are a part of the Navy community. The Navy personnel system therefore undertakes to provide many of the services usually provided by a community to maintain the morale of its members. This is not only desirable but is necessary if the Navy is to maintain its fleets in a state of readiness.

Physical Fitness Program. — The Navy provides health services for its own personnel. The medical and dental program, which furnishes complete health coverage for Navy personnel, is the concern of the Bureau of Medicine and Surgery, but the physical fitness program is under the control of the Bureau of Naval Personnel. This program has two parts: physical conditioning, and physical maintenance. PHYSICAL CONDITIONING, given at naval training centers and naval air training activities, is on-duty type participation in physical training with special emphasis given to swimming and survival techniques; PHYSICAL MAINTENANCE is achieved through voluntary participation in athletics and exercises when not on duty. The Navy requires that commanding officers provide proper facilities and opportunities for individuals to engage in calisthenics or group games whenever practicable. Since the commanding officer of an activity is responsible for the physical fitness of personnel, he may order participation in some form of exercise but usually he encourages participation by arranging for skilled leadership, facilities, and equipment for an athletic program. When through lack of adequate facilities or because of inadequate voluntary participation an activity does not succeed in maintaining the desired level of physical fitness, the commanding officer must take steps to bring the physical condition of personnel up to the desired level. BUPERSINST 6100.2 provides guidance to commanding officers in instituting physical conditioning programs where voluntary sports programs are not feasible. This instruction also requires certain minimum physical fitness standards for all Navy personnel 39 years of age and below, including selected reservists.

Educational Services Program. — The educational services program is designed to provide naval personnel on active duty the opportunity for educational development and personal growth. This voluntary education program offers educational counseling, both academic and technical-vocational courses on elementary, high school and college levels, and testing services.

Study is carried on in organized classes and through correspondence courses. More than 6,000 correspondence courses are available in a wide variety of subjects. The courses and textbooks are furnished mainly by the United States Armed Forces Institute (USAFI) and by the 46 participating colleges and universities.

The educational services program provides three types of tests: end-of-course tests for the courses described above; subject area tests that measure achievement in specific fields of study, such as American history or algebra, without relation to a particular course or textbook; and the General Educational Development (GED) Tests and College Level Education Program (CLEP)—General Examinations which are designed to measure educational achievement of high school and college level acquired without formal instruction.

The educational services program also provides for educational and vocational counseling and assistance in requesting civilian schools and colleges to grant credit for courses and tests taken while in the Navy.

Information regarding Navy Officer and Enlisted Correspondence Courses, Rate Training Manuals (RTMs), various service and fleet schools, and other matters of an essentially professional training character is also available.

Other programs included in educational services are the Instructor Hire, Tuition Aid, Self-Study Language Courses, the G.I. Bill (Public Law 89-358, as amended) and PACE (Program for Afloat College Education). These programs are discussed in the Educational Services Manual, NAVPERS 15229.

Recreation and Morale. — The Navy assumes full responsibility for meeting the morale and recreational needs of naval personnel in all commands. This responsibility includes providing for ship and station newspapers, motion picture entertainment, theater programs, orchestral and choral groups, record libraries, dances, parties, and other social activities, counseling on benefits and insurance, and legal assistance.

Religion. — Religious guidance and counseling are provided by Navy chaplains. During long separations of naval personnel from their families, brought about by the nature of the Navy mission, many problems with their attendant worries and anxieties may arise. The Navy offers professional guidance to help servicemen plan for their dependents and also maintains liaison with those civil agencies which offer services to naval personnel.

Navy Public Affairs

Public affairs and personnel administration are closely allied especially in the informal public affairs phase. Every act or failure to act on the part of every man and woman in the service can be, in some sense, a matter of public relations. Those whose official duty it is to promote and develop favorable public opinion can have their most elaborate efforts thoroughly neutralized by the undisciplined behavior of a few sailors at a high school dance or the arbitrary action of an officer at a press conference. Men and women in uniform are readily identifiable so that any deviation from the accepted standards of good behavior is at once a subject for public comment.

Every man and woman in the Navy has an individual responsibility to gain public understanding and support of the Navy and at the same time to foster within the Navy a reciprocal understanding of civilians. It is Navy policy to encourage personnel to take part in community activities, make civilian friends, and demonstrate the worth of Navy personnel as citizens and public servants so that civilians may gain some understanding of Navy work and the Navy way of life. The Navyman's letters home may be one means of developing such an understanding. The ship and station newspapers which Navy personnel mail to their families give an even better picture of Navy life, with their publicity of events and social activities. The brief news stories sent by public affairs officers to Navymen's home town newspapers are another such interpretation of Navy life.

The People-to-People Program is a national public relations program which has received enthusiastic support from many ships and stations. The purpose of the program is to develop mutual respect and understanding between our people and the peoples of other countries; and by understanding the peoples of other countries to help them to understand us. It is not an organized governmental program such as the Voice of America. It is just people getting together, sometimes to help each other but more often just to enjoy each other's company. The program for the Armed Forces was initiated in 1957, when Charles E. Wilson, then Secretary of Defense, enjoined all of the services to implement the program with the statement that, "the peace of the world may depend on the effectiveness of the effort." Some of the Navy people-to-people programs are shipboard parties for underprivileged children in foreign port cities, athletic competitions against foreign teams, visits with relatives "in the old country," participation in local ceremonies and celebrations, blood donations to foreign blood banks, and the support of overseas charities.

NAVY DEPENDENTS

The modern Navy, especially the career force, is largely composed of married men. The acceptance and adjustment of his family to the Navy way of life has a direct bearing on whether an enlisted man or officer makes a career of the Navy or leaves for civilian life. Therefore it is necessary to enhance the attractiveness of the Navy way of life for the Navy wife by visible evidence of concern for her welfare and by increasing her sense of participation in the Navy family. Functions specifically intended to provide services to the Navyman and his family such as commissaries, exchanges, medical facilities, Family Service Centers, credit unions, housing offices, chaplains, special services, and wives organizations are coordinated by local Navy Services and Benefits Councils to maximize their positive contributions to career motivation.

Leave and rotation of personnel from sea duty to shore duty provide the opportunity for Navy families to be together. Also arrangements are made when possible for the transportation of dependents to naval stations or overseas bases. Navy personnel receive allowances for the living expenses of their dependents and aid in finding suitable housing or in purchasing homes.

Dependents' Health, Education and Welfare

Navy dependents receive health, education, and welfare benefits but in a lesser degree than do Navy personnel. Hospitalization and outpatient care at Navy hospitals and dispensaries are given free of charge, but for medical treatment at private hospitals and by civilian doctors a small charge is made as discussed in Chapter 15.

The Navy ensures that there are adequate school facilities wherever dependents are housed at naval activities, and in some situations, pays for the schooling of dependent children. BUPERS provides information and general counseling concerning various scholarships and concessions granted by schools and colleges to the sons and daughters of naval personnel. As a convenience, Navy dependents are granted exchange and commissary privileges on the base. Every naval activity has a benefits and insurance officer who is qualified to advise Navy personnel on insurance benefits and family allowances, problems regarding hospitalization and medical care of dependents, allotments, death gratuities, arrears of pay, and reimbursement for property lost and damaged in the naval service. The Dependents Assistance Branch in BUPERS keeps in close touch with the Navy Relief Society, the American Red Cross, and other private and public agencies that provide services or render emergency relief to service personnel and their families.

NAVY CIVILIAN PERSONNEL

The Navy's civilian employees provide the continuity in administration needed because of the rotating nature of military assignments. They also form a cadre for expansion in the event of mobilization. To attract, utilize, and retain competent personnel, the Navy provides for career development and for the health, education, training, and welfare of its civilian personnel.

Career Development

Effective placement of civilian personnel at the activity level is essential if the activity is to fulfill its mission to support the operating forces. In the screening and selection of employees the Navy has the cooperation of the Civil Service Commission and its Boards of Examiners. When registers have been established, it is the duty of every appointing officer to choose from among the eligibles certified to him the ones best equipped to perform the duties and responsibilities of the vacancies to be filled. Vacancies can also of course be filled by promotion, reassignment, reinstatement, or transfer.

Each naval activity is responsible for providing opportunities for the progressive development of civilian employees and for promoting or reassigning employees to more responsible positions as they meet the qualifications. Civil Service positions are classified according to the duties and responsibilities involved, and an employee when hired is assigned a classification grade for which he meets the qualifications. It is the Navy's policy to discover and develop the talents of its employees, giving on-the-job training, organized training courses, and in some cases even sending employees to college to receive specialized training needed on their jobs. At least once a year, a performance rating on the work of each civilian employee is prepared by his immediate supervisor.

Health, Education and Welfare

Civilian employees of the Navy are under the rules and regulations of the Civil Service Commission, are usually living with their families, and usually are under Navy supervision only for the work day. The Navy provides a program of employee services for them but on a much smaller scale than those for Navy personnel. These include: food services—cafeterias, snack bars, or canteens; information services—handbooks, newspapers, and bulletin boards; welfare services—participation with other Government employees in plans for hospitalization, medical care, and group insurance; emergency treatment and treatment for work connected injuries at Navy dispensaries and hospitals and such nonemergency services as annual chest x-rays and flu inoculations; counseling on housing; financial services—credit unions and employee relief funds; and recreation services which include employee-organized recreation associations. For those employee services that are provided through nonappropriated funds, the Navy, besides rendering advisory aid, provides such material assistance as space within the activity, utilities at cost price, the use of bulletin boards, and the privilege of conducting certain employee service activities during working hours.

When employees are stationed at overseas commands or in isolated areas, further provisions are made for them, such as housing, commissary privileges, and recreational facilities.

Public Relations

Civilian employees of the Navy can be the strongest backers for the Navy or they can be the Navy's most potent detractors—"Jim should know. After all he works at the shipyard." Military supervisors of civilian personnel should make as much effort to understand, work with, and make allowances for civilian personnel as they do with military personnel. Good public relations in this area involves understanding a separate set of ground rules—the Civil Service regulations and Civilian Manpower Management Instructions (CMMIs); and developing and fostering a mutuality of interests between military and civilian personnel. Such efforts result in a high degree of cooperation, increased efficiency, and usually, increased production.

TECHNIQUES OF PERSONNEL RESEARCH

Throughout this chapter stress has been placed on the importance of having manpower ready in appropriate numbers and with suitable training to accomplish the missions assigned. Also stressed is the need to use these personnel economically since trained manpower is both scarce and costly. To accomplish the planning necessary for these purposes, the Navy makes use of research techniques first developed in industry but which, beginning in World War II, have been increasingly adapted to naval situations.

The Chief of Naval Operations is responsible for a manpower utilization program which employs these techniques extensively both for military personnel and for civilians.

Part of this research is conducted in the Bureau of Naval Personnel, other portions in appropriate Navy Department offices, at field activities charged with a research mission, in the fleets, and aboard individual ships and stations. Navy researchers collaborate at times with their opposite numbers in the other Armed Forces to develop data or materials used by all; e.g., the development of the Armed Forces Qualification Test given to applicants for enlistment in any of the Armed Forces.

Three types of research are carried on continually: personnel measurement, occupational analysis, and organization analysis.

The naval officer frequently sees one or more of these types of research in process; he may at times participate in some part of the process; but most important, his work will constantly be affected by this research. Every naval officer should, therefore, have a basic understanding of what these types of research are, what they can accomplish, and what techniques they employ.

PERSONNEL MEASUREMENT

By personnel measurement we mean primarily the objective evaluation of the abilities, aptitudes, and attitudes that men and women bring with them into the Navy and of their responses, both in learning and in performance, to Navy training and experience.

Three principal techniques are used to determine qualifications: the evaluation of personal history or biographical data, especially work experience, education, and training; the interview; and tests. For uniformed naval personnel all three are used. For civilians the first is always used, the second is generally used, and the third is used for filling positions which have been determined to require tests before a proper qualification determination may be made.

The results of tests are usually used by an interviewer as an aid in determining whether the individual is qualified. Seldom, if ever, should a single test score or even a battery of test scores be the sole determining factor in assignment. Test data are but one of several types of information indicative of a person's fitness for naval duties. They supply objective information which the interviewer considers in conjunction with such facts as education and training, occupational experience, age, motivation, and physical characteristics.

Naval personnel are so accustomed to certain much-used tests, such as the Navy Basic Test Battery that they tend not to think of them as requiring current research. Even these tried and established tests are, however, constantly reevaluated, new versions are prepared to avoid losing effectiveness through repetition, and modifications are made to adjust them to changing situations. Research is carried on in connection with new tests whenever these are required. Among results of this research are such measurement instruments as the Navy-wide examinations for advancement.

Personnel measurement research is constantly called upon to develop new aptitude and qualifications tests whenever technology develops new equipments or requires the creation of new enlisted ratings or officer qualifications.

The interviewer must determine how much reliance can be placed on factors for which there are no adequate measures or system of weighting, in comparison to test scores which are objective and, if properly prepared or selected and properly administered, reasonably reliable and valid measures. Since measures of some selection factors are inadequate, it is necessary for the interviewer to decide whether the other personal factors that must be considered—physical condition, experience and training, ambition, interest, goal in life, attitudes, and personality factors will carry more or less weight than test scores. An experienced interviewer learns to take account of many factors, some of them subjective, but he should rely chiefly on factual data that can be measured or compared with similar data for other persons. Available manpower must be balanced against job needs and must be budgeted to meet demands.

Interviews do not follow any fixed formula, other than the general limitations imposed by the information to be obtained. Variations are permissible to adapt to the individuality of the interviewee and to situations that arise. Specific techniques of interviewing are outlined in several Navy publications, among them Guide to Interviewing, NAVPERS 15826 and the Rate Training Manuals for Personnelmen, NAVPERS 10254 and 10258.

Qualifications data obtained by personnel measurement are of value only in relation to occupational requirements. A person's qualifications are meaningless unless in the context of qualifications FOR something. Therefore, the other side of the coin, the qualifications required, must be known.

OCCUPATIONAL ANALYSIS

Naval occupational analysis is the scientific study of the nature of the various jobs performed by naval personnel, the requirements of these jobs, and their relation to each other.

An analysis may be initiated by CNO, by the Chief of Naval Personnel, or by the commander of the functional command responsible for the design of a new type of equipment. A fleet or force commander may see occupational analysis as a method of finding out how to distribute manpower more effectively. A junior officer may suggest to his senior that here are the techniques that may prove useful in solving a local problem. The idea of conducting an analysis may originate anywhere in the Navy that the need for occupational information arises.

An occupational analysis may be as broad as the entire Navy; it may cover personnel of ships or stations of one type; or it may deal with personnel of one ship or one department of a ship. It may be concerned with one type of billet, with a particular rating, or with all types of duties included in a complex operation. The scope of the study is determined by the purpose for which it is made.

Whatever the purpose of an occupational analysis, essentially the same kinds of data are sought. These include, but are not necessarily limited to:

Duties and responsibilities.
Knowledge required to do the work.
Skills required to perform specific tasks proficiently.
Training and experience—types and amounts considered necessary for proficiency.
Physical demands—such as strength or agility.
Hazards and safety precautions.
Tools, equipment, material, and publications used or worked on.
Personal characteristics required by the work.
Occupational relationships.

The techniques of planning the analysis, gathering and interpreting data, and reporting the findings are discussed in detail in Handbook for Navy Occupational Analysis, NAVPERS 15803 and in the Rate Training Manual, Personnelman 1 & C, NAVPERS 10258.

ORGANIZATIONAL ANALYSIS

Three kinds of analytical activities collectively constitute Navy organizational analysis. They are organization planning, work simplification, and work measurement.

Organization Planning

The objectives of organization planning are:

1. To assure that the general pattern of the organization is one that will achieve most effectively the goals of the organization.
2. To make certain that all the essential functions of the organization are recognized and delineated as specific responsibilities of appropriate organizational units.
3. To assure that there is clear definition and understanding among officers and petty officers as to their individual duties, responsibilities, authority, and organizational relationships.

The achievement of these objectives is accomplished through the organization survey, which is a command management study for evaluating an existing or proposed organization structure. It examines the effectiveness of the structure with respect to the command's mission and includes the development of a suitable organization in the event discrepancies or weaknesses are exposed.

The command that initiates plans for an organization survey determines what the survey is expected to accomplish and how to evaluate what is accomplished. It is responsible for general plans for the survey, for establishing deadlines, and for giving the analyst directions or guidance. The commanding officer of the ship or station where the survey is being conducted issues information about the study and its purposes to all personnel affected.

Survey techniques are discussed in Organization Planning for Naval Units, NAVPERS 18371A. It supplements NWP 50 (A), Shipboard Procedures, which contains the basic policies and procedures for achieving effective shipboard administration.

Work Simplification

Work simplification is a systematic method of identifying and analyzing work problems, developing solutions, and installing improvements. It also permits continuous evaluation of command organization by analyzing existing methods and procedures with a view toward improving them.

Of the many techniques for improving work methods, there are five that are considered to be most helpful to naval units:

1. Work Distribution Analysis—a procedure for analyzing division of work.
2. Work Count Analysis—a method for interpreting facts about volume of work.
3. Flow Process Analysis—a technique for analyzing flow and sequence of operations.
4. Motion Analysis—a technique for obtaining maximum efficiency in the use of physical motions.
5. Layout analysis—a procedure designed to lead to better utilization of space, personnel, and equipment. These techniques and their use are discussed in Work Simplification for Naval Units, NAVPERS 18359A.

Work Measurement

Work measurement may be defined as a method of establishing an equitable relationship between volume of work performed and the manpower utilized in completing that volume of work.

A properly established work measurement system defines and delineates the areas of work to be reported and correlates the workload accomplished with specific manpower effort expended. Measurement implies study not only of the quantity of output but also evaluation of this quantity in relation to the mission. Such evaluation requires establishment of standards as to quantities that are necessary, desirable, and may reasonably be expected.

One of the most important uses of work measurement programs is forecasting and planning. Performance standards or staffing criteria developed through a work measurement program coupled with anticipated quantitative workloads provide management with tools necessary to reliably forecast its needs for future periods. Higher reviewing bodies are more sympathetic to requests for manpower and funds which are substantiated by work measurement data than to requests expressed in vague generalities without real and factual substantiating data.

Application of Organization Analysis Activities

The division officer who has some knowledge of organization analysis will immediately see the application of its principles and techniques to his own problems. Proper planning ensures that all personnel are being fully utilized and that their duties and responsibilities are clearly defined, reducing the possibility of conflicting assignments and duplication of effort.

Work simplification and work measurement, while more difficult to apply to shipboard operations, are currently being used with some success. Their application to local work problems can result in improved work methods by eliminating unnecessary parts of a job or by combining, rearranging, or simplifying the necessary parts of a job.

In order to achieve maximum efficiency, division officers and petty officers must improve the work situation and achieve maximum manpower utilization, This implies that the greatest possible use of all resources available be made in order to accomplish the command's mission. Organizational analysis is a tool that can be utilized effectively in the accomplishment of that goal.

SUMMARY

This text is concerned with the personnel management of both military and civilian personnel. Personnel management includes both manpower management (the admistration of requirements) and personnel administration (the administration of people). The aims of manpower management are to determine manpower requirements and to ensure the effective use of available manpower. The objectives of personnel administration are to obtain the best qualified persons and then by assignment, training, guidance, and supervision, ensure that they make the best possible use of their capabilities. Success in these endeavors should result in a high degree of personal satisfaction for the individuals administered, exert a stabilizing influence on the personnel situation, and ensure the optimum return on its money for the Navy.

Personnel management must take into account the technology of the times, national strategy and policy, the supply of personnel available, and the situations that arise from the personalities and human problems of the individuals administered. Personnel policies must be sufficiently flexible and dynamic to meet the demands of all these factors, singly or in combination.

The operations that collectively comprise personnel management apply not only to military personnel and civilian employees but also to Navy dependents. These operations may be grouped into those that are primarily logistic; those concerned with career development; those dealing with rights, benefits, and morale; and those with public relations functions. This classification is necessarily an arbitrary one, and there is much overlapping between the categories.

Effective personnel management is based upon continuing research. In the Navy this research is primarily concerned with personnel measurement, occupational analysis, and organizational analysis. Personnel trained in these research techniques provide information that underlies broad policies and aids in solving personnel problems at whatever level they arise.

CHAPTER 2

ORGANIZATION FOR PERSONNEL MANAGEMENT

Personnel management includes both manpower management (the administration of requirements) and personnel administration (the administration of people).

Understanding of any set of administrative functions requires knowledge of the organization structure underlying them and of the legal regulations that govern them. In manpower management and the administration of naval personnel, the legal aspects are particularly important, since some matters, such as numbers of personnel and officer promotions, are directly controlled by the Congress and many more are affected by congressional appropriations.

The organizational structure and relationships for the administration of the Department of the Navy are governed by Navy Regulations and SECNAV Instructions.

Shipboard Procedures, NWP 50(A) enumerates and defines the elements of administration and describes organization as "the machinery of administration" and states that "organization provides the channels through which the policies of administration are made effective." NWP 50(A) goes on to describe the relationships of organization to personnel and to command as follows: "When an officer is assigned a task, he first determines the objectives of the task. He then organizes his personnel and material by assigning and coordinating such specific duties and functions as are necessary to reach the objectives. Finally, he administers the organization by providing leadership; direction, coordination, and control to guide the personnel of the organization toward accomplishment of the objectives."

LEGAL FRAMEWORK

In the Federal Government service, both military and civilian, there are specific acts of the Congress which control both manpower management and the administration of personnel. Basic to the composition of all of the Armed Forces, for example, are the annual appropriation acts which necessarily determine the personnel strength of the services. Other legislation establishes basic regulations for such things as rights, career opportunities, benefits, and discipline. This section describes some of the more important laws that currently govern personnel management.

MILITARY PERSONNEL

The Career Compensation Act of 1949, with such amendments as have been made since that time, establishes the basic pay within each grade according to cumulative years of service for enlisted and officer personnel. The Act also provides for other pay and allowances as well as retirement, retirement pay, and separation and severance pay for physical disability. Covered in the Act are special pay for physicians and dentists, for diving duty, for sea and foreign duty; incentive pay for hazardous duty; reenlistment bonus; training duty pay; retainer and retired pay; enlisted clothing allowance; basic allowance for subsistence; basic allowance for quarters; travel and transportation allowances; and personal money allowance. The Secretary of the Navy is delegated the authority to administer the act for the Navy and Marine Corps.

The Officer Personnel Act of 1947 (Title 10, USC), as amended, provides the procedures to be followed by the Secretary of the Navy in determining the total number of officers for the Regular Navy and Marine Corps; and the number of officers in each grade in the line, staff corps, limited duty, engineering duty (ship engineering or ordnance engineering), aeronautical engineering duty (aeronautical engineering or aviation maintenance), and the various types of special duty. Also covered by this Act are selection board convening, composition, and duties; and promotion and retirement requirements.

Annually, the Secretary of the Navy determines, within the limits established by law, the authorized number of officers he will maintain and the number he will maintain in each grade in accordance with this Act and submits his report to the Congress by 30 January. (This report is a statement of his projected intentions for the year, since the implementing decisions are not actually made until after the report is submitted.)

The Secretary of the Navy is delegated the authority to appoint and convene selection boards as well as to set the promotion zones.

The Reserve Officer Personnel Act of 1954 became effective on 1 July 1955 and provides the same type of procedures to be followed for the Reserve components of the armed services as the Officer Personnel Act of 1947 does for the Regular service.

CIVILIAN PERSONNEL

The Pendleton Act of 1883 was the first significant Act of Congress to serve as the foundation for organizing a staff of civil servants in the Federal Government dependent for appointments upon individual merit rather than patronage. This legislation, upon which have been developed the procedures employed in the administration of Navy civilian employees today, includes the following provisions:

- An administration vested in an independent, three member, bipartisan Commission (U. S. Civil Service Commission) appointed by and responsible to the Chief Executive.
- The selection of appointees through a system of open competitive examinations, practical in character.
- A probation period prescribed as a part of the selection process.
- Freedom of employees from any obligation to make political contributions, and prohibition of public officers from receiving funds for such purposes.
- Appointments to positions in the departments in Washington apportioned among the several States and territories on the basis of population.

There are two general categories of civilian personnel: graded (General Schedule) and ungraded (wage board). The Navy has approximately 350,000 civilian employees (planned to be reduced to about 335,000) in over 300 graded and approximately 500 wage board occupations.

It should be noted that there are two distinct major pay plans: one resulting from the application of statutory schedules in the Classification Act to the graded employee groups, including clerical, administrative and professional personnel, and one involving application of administratively developed wage schedules to the ungraded groups, including laborers, mechanics, and related ratings as well as some professional personnel which are specifically exempted from statutory schedules.

Classification Act of 1949

The Classification Act of 1949, as amended (Chapter 51, Title 5, USC) provides the framework for pay systems under which the rate of basic compensation for an employee typically is derived from a pay schedule of rates fixed by statute for each grade. Positions are classified by occupational group, series, class, and grade according to similarities and differences in duties, responsibilities, and qualification requirements.

The Classification Act provides for the classifying of positions when they are established on the basis of duties and responsibilities involved and qualifications required. (The classification program was introduced initially by an act in 1923 applicable to the merit system positions in the departmental service (Washington, D.C.); this was extended to field positions throughout the nation by 1930). The classification of the position determines what salary may be assigned to the appointee.

Title 5 USC 5102 excludes from coverage of the General Schedule and its related classification system "employees in recognized trades or crafts, or other skilled mechanical crafts, or skilled manual labor occupations, and other employees including foreman and supervisors in positions having trade, craft, or laboring experience and knowledge as the paramount requirement...." These employees are paid under the Coordinated Federal Wage System.

Coordinated Federal Wage System

The Coordinated Federal Wage System (CFWS) was established by Presidential directive to provide common policies, systems, practices, and job grading standards for uniform application by all Executive departments and agencies in fixing pay for wage board employees as nearly as is consistent with the public interest in accordance with prevailing rates. The authority to fix wage board pay is vested in the heads of the individual departmental agencies.

The Chairman of the Civil Service Commission (CSC) established a National Wage Policy Committee consisting of 11 members which considers new or revised basic policies and procedures of the CFWS and makes recommendations to the CSC.

The Coordinated Federal Wage System (CFWS), establishes wage schedule structures, a job grading plan, and pay fixing rules for ungraded (blue collar) civilian employees of the Department of Defense. Proposed changes for naval employees are recommended by the Office of Civilian Manpower Management (OCCM) to the Department of Defense Wage Fixing Authority.

ORGANIZATION AT DOD LEVEL

The Secretary of Defense, as head of the Department, is responsible for the administration of all Department of Defense personnel.

The Assistant Secretary of Defense (Manpower and Reserve Affairs) is the principal staff assistant to the Secretary of Defense in the functional fields of manpower, personnel, and Reserve affairs. These fields include health and medical matters; Armed Forces information and education; safeguarding of classified information and activities and related personnel and physical security; continuity of Government, military participation in civil and domestic emergencies, and related emergency planning; industrial relations; and Federal voting assistance. He performs functions in his assigned fields of responsibility such as (1) recommending policies and guidance governing Department of Defense planning and program development; (2) developing systems and standards for the administration and management of approved plans and programs; (3) reviewing programs of the military departments for carrying out approved policies; (4) evaluating the administration and management of approved policies and programs; (5) promoting close cooperation and mutual understanding between the Department of Defense and the several health and medical professions; and (6) recommending appropriate steps (including the transfer, reassignment, abolition, and consolidation of functions) which will provide in the Department of Defense for more effective, efficient, and economical administration and operation, will eliminate unnecessary duplication, or will contribute to improved military preparedness.

DEPARTMENT OF THE NAVY ORGANIZATION

By statute the Department of the Navy is separately organized under the Secretary of the Navy. It operates under the authority, direction, and control of the Secretary of Defense.

The Department of the Navy is composed of the executive part of the Department of the Navy; the Headquarters United States Marine Corps; the entire Operating Forces, including naval aviation, of the United States Navy and of the United States Marine Corps, and the Reserve components of those Operating Forces; and all shore (field) activities, headquarters, forces, bases, installations, activities, and functions under the control or supervision of the Secretary of the Navy. The Department of the Navy includes the United States Coast Guard when it is operating as a service in the Navy.

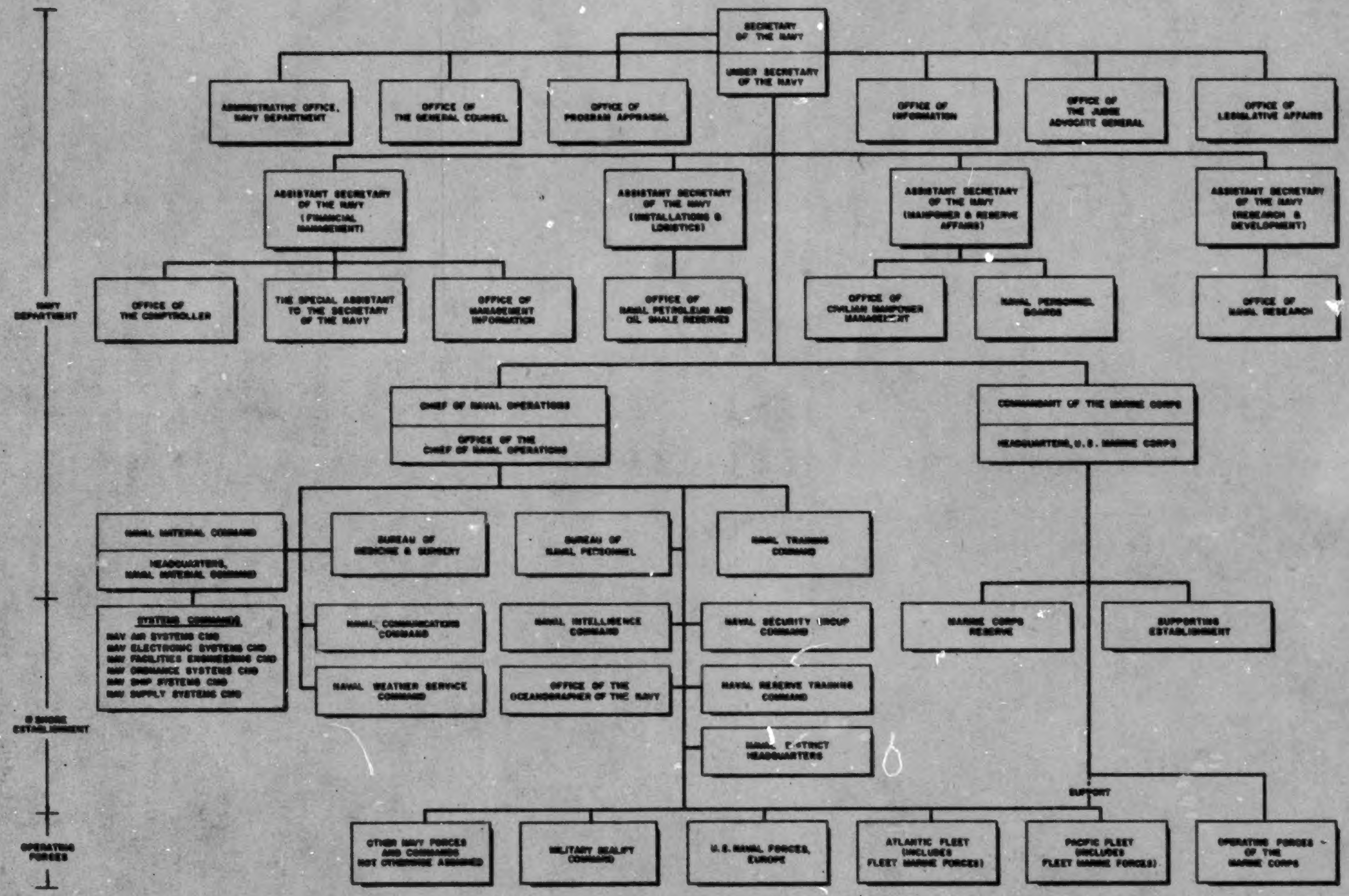
The term "Navy Department" refers to the central executive offices, commands, and bureaus of the Department of the Navy located at Washington, D.C. The Navy Department includes the offices of all members of the executive administration of the Department of the Navy. These organizationally comprise the Office of the Secretary of the Navy, the Office of the Chief of Naval Operations and the headquarters organizations of the United States Marine Corps and the Naval Material Command, the Bureau of Naval Personnel, the Bureau of Medicine and Surgery, the Office of the Comptroller of the Navy, the Office of the Judge Advocate General, the Office of Naval Research, the offices of Staff Assistants to the Secretary, and the United States Coast Guard when it is operating as a service in the Navy.

SECRETARY OF THE NAVY

The Secretary of the Navy, as Head of the Department of the Navy, is responsible for the policies and control of the Department of the Navy, including its organization, administration, operation, and efficiency.

In the discharge of his responsibility the Secretary of the Navy is assisted by the members of his executive administration. These are:

1. Civilian Executive Assistants.—Under Secretary of the Navy, Assistant Secretaries of the Navy (Financial Management), (Installation and Logistics), (Manpower and Reserve Affairs) and (Research and Development) and Special Assistant to the Secretary of the Navy.


SECRETARY OF THE NAVY
UNDER SECRETARY OF THE NAVY
ADMINISTRATIVE OFFICE, NAVY DEPARTMENT
OFFICE OF THE GENERAL COUNSEL
OFFICE OF PROGRAM APPRAISAL
OFFICE OF INFORMATION
OFFICE OF THE JUDGE ADVOCATE GENERAL
OFFICE OF LEGISLATIVE AFFAIRS
ASSISTANT SECRETARY OF THE NAVY (FINANCIAL MANAGEMENT)
ASSISTANT SECRETARY OF THE NAVY (INSTALLATIONS & LOGISTICS)
ASSISTANT SECRETARY OF THE NAVY (MANPOWER & RESERVE AFFAIRS)
ASSISTANT SECRETARY OF THE NAVY (RESEARCH & DEVELOPMENT)
OFFICE OF THE COMPTROLLER
THE SPECIAL ASSISTANT TO THE SECRETARY OF THE NAVY
OFFICE OF MANAGEMENT INFORMATION
OFFICE OF NAVAL PETROLEUM AND OIL SHALE RESERVES
OFFICE OF CIVILIAN MANPOWER MANAGEMENT
NAVAL PERSONNEL BOARDS
OFFICE OF NAVAL RESEARCH
CHIEF OF NAVAL OPERATIONS
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
COMMANDANT OF THE MARINE CORPS
HEADQUARTERS, U.S. MARINE CORPS
NAVAL MATERIAL COMMAND
HEADQUARTERS, NAVAL MATERIAL COMMAND
SYSTEMS COMMANDS
NAV AIR SYSTEMS CMD
NAV ELECTRONIC SYSTEMS CMD
NAV FACILITIES ENGINEERING CMD
NAV ORDNANCE SYSTEMS CMD
NAV SHIP SYSTEMS CMD
NAV SUPPLY SYSTEMS CMD
BUREAU OF MEDICINE & SURGERY
BUREAU OF NAVAL PERSONNEL
NAVAL TRAINING COMMAND
NAVAL COMMUNICATIONS COMMAND
NAVAL INTELLIGENCE COMMAND
NAVAL SECURITY GROUP COMMAND
NAVAL WEATHER SERVICE COMMAND
OFFICE OF THE OCEANOGRAPHER OF THE NAVY
NAVAL RESERVE TRAINING COMMAND
NAVAL DISTRICT HEADQUARTERS
MARINE CORPS RESERVE
SUPPORTING ESTABLISHMENT
SUPPORT
OTHER NAVY FORCES AND COMMANDS NOT OTHERWISE ASSIGNED
MILITARY SEALIFT COMMAND
U.S. NAVAL FORCES, EUROPE
ATLANTIC FLEET (INCLUDES FLEET MARINE FORCES)
PACIFIC FLEET (INCLUDES FLEET MARINE FORCES)
OPERATING FORCES OF THE MARINE CORPS
NAVY DEPARTMENT
* SHORE ESTABLISHMENT
OPERATING FORCES

* ALSO INCLUDES OTHER DESIGNATED SHORE ACTIVITIES, NOT SHOWN ON THE CHART, WHICH ARE UNDER THE COMMAND OR SUPERVISION OF MANY OF THE ORGANIZATIONS DEPICTED.

16.2

Figure 2-1.—Organization of the Department of the Navy.

2. Chief of Naval Operations.

Chief of Naval Material, Chief of Naval Personnel, Chief of Naval Training and Chief of the Bureau of Medicine and Surgery (each of whom is under the command of the Chief of Naval Operations).

3. Commandant of the Marine Corps.

4. Judge Advocate General and Chief of Naval Research (who are assigned responsibilities under the Secretary of the Navy) and Deputy Comptroller of the Navy (who is assigned responsibilities under the Comptroller of the Navy).

5. Staff Assistants.—Administrative Officer, Navy Department; Director, Automatic Data Processing Equipment Selection Office; Director of Civilian Manpower Management; General Counsel; Chief of Information; Director, Information Systems Planning and Development; Chief of Legislative Affairs; Director, Office of Management Information; Director, Office of Naval Petroleum and Oil Shale Reserves; Director, Office of Program Appraisal; and the heads of such other offices and boards as may be established by law or by the Secretary of the Navy for the purpose of assisting the Secretary or one or more of his Civilian Executive Assistants in the administration of the Department of the Navy.

Under Secretary of the Navy

The Under Secretary of the Navy is designated as deputy and principal assistant to the Secretary of the Navy and acts with full authority of the Secretary in the general management of the department. The Under Secretary is responsible for all transportation matters. He supervises the Office of the Judge Advocate General, the Office of the General Counsel, the Office of Information, the Office of Legislative Affairs, the Administrative Office, and the Board of Decorations and Medals.

Assistant Secretary (Manpower and Reserve Affairs)

The Assistant Secretary (Manpower and Reserve Affairs) is responsible for all matters related to Manpower and Reserve component affairs of the Department of the Navy, including policy and administration applicable to both military (active and Reserve) and civilian personnel. This responsibility includes, but is not limited to: (1) liaison with the Assistant Secretary of Defense (Manpower and Reserve Affairs), and (2) supervision of the Office of Civilian Manpower Management and the Naval Personnel Boards, except the Board of Decorations and Medals.

Below the secretarial policy level, the formulation and execution of personnel programs in the Department of the Navy are performed separately for military and civilian personnel. Military personnel programs are administered primarily by the Chief of Naval Operations, the Commandant of the Marine Corps, and the Chief of Naval Personnel. The Chief of Naval Material and the heads of the various components of the Navy Department, because of their command and support responsibilities, are also directly involved in the administration of personnel within their respective commands. Civilian personnel programs are administered by cognizant line managers of employing activities, with Department-wide staff guidance and assistance provided by the Director of Civilian Manpower Management.

THE CHIEF OF NAVAL OPERATIONS

The Chief of Naval Operations is the senior military officer of the Department of the Navy and takes precedence above all other officers of the naval service, except an officer of the naval service who is serving as Chairman of the Joint Chiefs of Staff. He is the principal naval adviser to the President and the Secretary of the Navy on the conduct of war, and the principal naval adviser and naval executive to the Secretary on the conduct of the activities of the Department of the Navy. He is the Navy member of the Joint Chiefs of Staff. He commands, under the Secretary of the Navy, the Operating Forces of the Navy (consistent with the operational command vested in the commanders of unified or specified combatant commands); the Naval Material Command; the Bureau of Naval Personnel; the Bureau of Medicine and Surgery; the Naval Training Command and assigned shore activities.

The Chief of Naval Operations exercises area coordination authority over all shore activities of the Department of the Navy to ensure that total efforts afford adequate support to the combatant forces and are coordinated to assure economy and efficiency of operation.

The Chief of Naval Operations is responsible for planning and providing for current and future requirements of the Navy (less assigned Marine Corps forces) for manpower, material, facilities, and services. He plans for and determines the research, and provides for development, test, and evaluation needs which are adequate and responsive to long range objectives, immediate requirements, fiscal limitation, and advancing technology.

The Chief of Naval Operations formulates Navy strategic plans and policies, reviews general and contingency war plans, and participates in the formulation of joint and combined strategic plans and policies and related command relationships. He ensures the organization, training, preparation, and readiness of Navy forces, including those to be assigned to unified or specified combatant commands, and, additionally, provides administrative and logistic support to the headquarters of the unified, specified commands and their subordinate commands which are assigned to the Department of the Navy. He maintains water transportation services, including a sea transportation service for the Department of Defense.

The Chief of Naval Operations exercises leadership in maintaining high levels of competence, morale, and motivation of personnel, and the prestige of a Navy career; plans and provides for the care of the health of the personnel of the Navy and their dependents; directs the organization, administration, training, and support of the Naval Reserve; and ensures the efficiency of Navy manpower, by a continuing review and control of manpower utilization and productivity improvement. Further, he inspects and investigates components of the Department of the Navy to determine and maintain efficiency, discipline, readiness, effectiveness, and economy.

The Chief of Naval Operations is responsible to the Secretary of the Navy for the utilization of resources by and the operating efficiency of all activities under his command.

DCNO (MANPOWER AND NAVAL RESERVE)

Under the authority and direction of the Chief of Naval Operations, the Deputy Chief of Naval Operations (Manpower and Naval Reserve) is responsible for planning, programming, controlling, and appraising the Navy's military manpower and the Naval Reserve. Examples of specific functions are formulation of personnel plans and policies, control of allocation of personnel, and review of personnel allowances. The incumbent of this position is also the Chief of Naval Personnel.

COMMANDANT OF THE MARINE CORPS

The Commandant of the Marine Corps is responsible for the procurement, discharge, education, training, discipline, and distribution of officers and enlisted personnel of the Marine Corps, including the Marine Corps Reserve. The Commandant is assisted in these functions by a Director of Personnel.

The Commandant of the Marine Corps, under the Secretary of the Navy, commands the United States Marine Corps. He is directly responsible to the Secretary of the Navy for its administration, discipline, internal organization, training, requirements, efficiency, readiness, operation of its material support system, and for the total performance of the Marine Corps. When performing these functions, the Commandant of the Marine Corps is not a part of the command structure of the Chief of Naval Operations. However, there must be a close cooperative relationship between the Chief of Naval Operations, as the senior military officer of the Department of the Navy, and the Commandant of the Marine Corps, who has command responsibility over that organization. The Commandant of the Marine Corps is directly responsible to the Chief of Naval Operations for the organization, training, and readiness of those elements of the operating forces of the Marine Corps assigned to the Operating Forces of the Navy. Such Marine Corps forces, when so assigned, are subject to the command exercised by the Chief of Naval Operations over the Operating Forces of the Navy. In addition, the Commandant of the Marine Corps is assigned the following responsibilities:

1. To plan for and determine the support needs of the Marine Corps for equipment, weapons or weapons systems, materials, supplies, facilities, maintenance, and supporting services. This responsibility includes the determination of Marine Corps characteristics of equipment and material to be procured or developed, and the training required to prepare Marine Corps personnel for combat. It also includes the operation of the Marine Corps Material Support System.
2. To budget for the Marine Corps, except as may be otherwise directed by the Secretary of the Navy.
3. To develop, in coordination with the other military services, the doctrines, tactics, and equipment employed by landing forces in amphibious operations.

4. To plan for and determine the present and future needs, both quantitative and qualitative, for personnel, including Reserve personnel, of the United States Marine Corps. This includes responsibility for leadership in maintaining a high degree of competence among Marine Corps officer and enlisted personnel in necessary fields of specialization through education, training, and equal opportunities for personal advancement; and for leadership in maintaining the morale and motivation of Marine Corps personnel and the prestige of a Marine Corps career.

5. To plan for and determine the needs for the care of the health of the personnel of the Marine Corps and their dependents.

On matters which directly concern the United States Marine Corps, the Commandant meets with the Joint Chiefs of Staff when such matters are under consideration by them and on such occasions and with respect to such matters he has coequal status with the members of the Joint Chiefs of Staff.

Chief of Naval Material

The Chief of Naval Material, under the Chief of Naval Operations, commands all functions and activities of the Naval Material Command (NMC). The NMC includes the Headquarters Naval Material Command and six principal subordinate commands, known as the "Systems Commands," separately organized Project Management offices; and the shore (field) activities which are a part of the NMC. The shore activities include industrial activities, research and development centers, and laboratories. The six component functional commands are: Air Systems, Ship Systems, Electronics Systems, Ordnance Systems, Supply Systems, and Facilities Engineering. The Chief of Naval Material is responsible directly to the Chief of Naval Operations in meeting the material support needs of the Operating Forces of the Navy. He is also responsible directly to the Commandant of the Marine Corps in meeting those particular material support needs of the United States Marine Corps which are required to be provided by the Naval Material Command.

The Chief of Naval Material plans for the utilization of resources in the performance of the work of meeting the material support needs of the Operating Forces of the Navy and the Marine Corps which are provided by the Naval Material Command and distributes, directs, and supervises the performance of such work.

He provides the Chief of Naval Operations and the Commandant of the Marine Corps, as appropriate, with timely advice concerning training and technical requirements essential for the operation and maintenance by naval personnel of new equipments under development; and, as appropriate, provides the Operating Forces of the Navy with timely guidance on the operation, repair, and maintenance of all equipments and weapons or weapons systems.

In addition, the Chief of Naval Material is responsive to the heads of other organizations in meeting their material support needs which are provided by the Naval Material Command.

DCNM For Management and Organization

The Deputy Chief of Naval Material for Management and Organization supervises the organization, management, and utilization of manpower, administrative facilities, and supporting services in the Naval Material Command. He develops and initiates the promulgation of policies concerning organization, management engineering, management of military and civilian manpower, and inspection and evaluation of performance.

CHIEF OF THE BUREAU OF MEDICINE AND SURGERY

The Chief of the Bureau of Medicine and Surgery, under the Chief of Naval Operations, commands the Bureau of Medicine and Surgery and assigned shore (field) activities, and acts as the principal adviser to the Chief of Naval Operations and the Chief of Naval Personnel for military personnel matters relating to officer specialists or corps of the Medical Department of the Navy.

The Bureau of Medicine and Surgery is assigned command and primary support for the organization, finance, and operation of naval medical and dental installations, and exercises technical direction over medical and dental matters in all other naval activities and commands.

CHIEF OF NAVAL PERSONNEL

The mission and functions of the Chief of Naval Personnel are stated in OPNAVINST 5450.177 as follows:

Mission: The Chief of Naval Personnel shall plan and direct the procurement, distribution, administration, career motivation, and personal affairs programs of Navy personnel, including those of the Naval Reserve, to meet the quantitative and qualitative manpower requirements of the United States Navy, as determined by the Chief of Naval Operations.

Functions: To accomplish this mission, the Chief of Naval Personnel shall:

1. Plan and provide for the procurement, distribution, and career motivation of Regular and Reserve Navy personnel.

2. Develop and maintain a military manpower and personnel management information system for the Navy.

3. Maintain records of service of Navy personnel.

4. Manage the central-nonappropriated funds available for the welfare and recreation of Navy personnel.

5. Administer those functions prescribed by law involving benefits for Navy personnel and their dependents.

6. Prepare, revise, and publish U.S. Navy Uniform Regulations and the Registers of Commissioned and Warrant Officers of the United States Navy and Marine Corps and their Reserve components, and, jointly with the Comptroller of the Navy and the Commandant of the Marine Corps, prepare and revise Navy Travel Instructions, and such other publications as are necessary for the proper management of personnel.

7. Budget, administer and account for appropriated funds for: Regular and Reserve personnel of the Navy, assigned aspects of personnel support; and financial operations of assigned activities, commands and programs including recruiting, and other centrally managed personnel programs.

8. Provide administrative and technical guidance for personnel related functions performed Navy-wide, except as otherwise prescribed by the Chief of Naval Operations, such as:

a. Discipline, promotion, advancement, separation, assignment, and career motivation of Navy personnel.

b. Armed Forces Leave Program for the Navy.

c. Welfare and recreation activities,

d. Officers', midshipmen's, and petty officers' messes, closed and open, ashore.

e. Transportation of Navy personnel and their dependents.

f. Determining habitability and occupancy criteria for bachelor housing.

g. Procedures for the administration of personnel.

h. Operation of naval places of confinement.

9. Plan for and provide recommendations to the Chief of Naval Operations for rank and rating structures to meet Navy needs.

10. Command the Bureau of Naval Personnel and shore activities as assigned by the Chief of Naval Operations.

11. Provide leadership in the development of new personnel administration concepts and procedures with the objective of achieving better utilization of human resources.

12. Provide assistance, as required, in the development of technical and economic data concerning availability of personnel to meet Navy manpower requirements as determined by the Chief of Naval Operations.

13. Provide manpower sponsorship and personnel manning for activities, commands and programs commanded or administered by the Chief of Naval Personnel.

14. Conduct a research and development program to improve and meet the future needs of the Navy in the areas of personnel selection, assignment, motivation, and retention as directed and defined by R&D requirements.

15. Advise the Chief of Naval Operations, Naval Facilities Engineering Command, and major claimants in the planning and programming of personnel support facilities.

16. Provide the Chief of Naval Operations with recommended priorities for construction of assigned training support facilities.

17. Establish the personnel policies and procedures for the management and support of the Naval Reserve as directed by the Chief of Naval Operations.

18. Develop and administer policies governing the Chaplain Corps, and provide religious ministry to naval personnel.

19. Be responsible to the Commandant of the Marine Corps and the heads of other Navy organizations in meeting particular needs within their areas of responsibility.

20. Discharge other responsibilities which may be assigned by the Chief of Naval Operations.

The Chief of Naval Personnel, under the Chief of Naval Operations, commands the Bureau of Naval Personnel and assigned shore (field) activities. The Deputy and Assistant Chief of Naval Personnel is the senior assistant to the Chief of Naval Personnel and acts for him on matters of policy, operation, and direction. The Bureau of Naval Personnel (BUPERS) directs the administration of all naval personnel, including the Naval Reserve throughout the Department of the Navy.

Its primary functions include recruiting, assignment, transportation, promotions, separations, records, performance evaluation, and morale services and personal affairs services. The Bureau prepares and promulgates regulations and guidance in accordance with the policies of the Permanent Naval Uniform Board.

In support of its functions, BUPERS conducts personnel research and maintains the Manpower and Personnel Management Information System (MAPMIS). It operates various field activities, such as recruiting stations, personnel accounting machine installations, and personnel research activities. It operates the Naval Personnel Program Support Activity, the Personnel Research and Development Laboratory, the Naval Reserve Manpower Center, the Disciplinary Command, the Naval Home, and other activities.

The Chief of Naval Personnel is assisted by an Inspector General, who reports on matters influencing the effectiveness and efficiency of field activities under the command of the Chief of Naval Personnel; an Administrative Officer, who advises and assists in general administration and management of the Bureau; and a Bureau Counsel, who provides the Chief of Naval Personnel with legal advice and service. A Special Assistant for Science of Human Relations, a Special Assistant for Liaison and Public Affairs, and a Special Assistant for Surface Missile Systems carry out specialized functions indicated by their respective titles. The Master Chief Petty Officer of the Navy, assigned to the immediate Office of the Chief of Naval Personnel, serves as the senior enlisted representative of the Navy and acts as the senior enlisted advisor to the Chief of Naval Operations and the Chief of Naval Personnel in all matters pertaining to enlisted members.

Administrative and Management Division

The Administrative and Management Division advises and assists the Chief and Deputy Chief of Naval Personnel in the general administration and management of BUPERS and its field activities; provides management staff assistance to other divisions of the Bureau and to field activities under the command of Chief of Naval Personnel; administers the Bureau civilian personnel management program; develops budget estimates and administers funds for internal Bureau operations; provides various administrative services and exercises management control over Bureau organization, procedures, forms, reports, records, correspondence, and directives; and coordinates project management responsibilities for the Naval Personnel Program Support Activity and the Personnel Research and Development Laboratory.

Special Assistant for Liaison and Public Affairs

The Special Assistant for Liaison and Public Affairs receives all written and telephone inquiries to the Bureau from Congress, Cabinet members, governors, and the Secretary of the Navy and processes, coordinates, and expedites replies to these inquiries. He also advises on the public relations and technical aspects of Bureau policy and decisions; acts as public voice for the Chief of Naval Personnel in coordination with the Office of Information, Navy Department; processes clearances for public speeches, interviews, releases, and correspondence; and originates and monitors publicity regarding naval personnel and civilians within the Bureau.

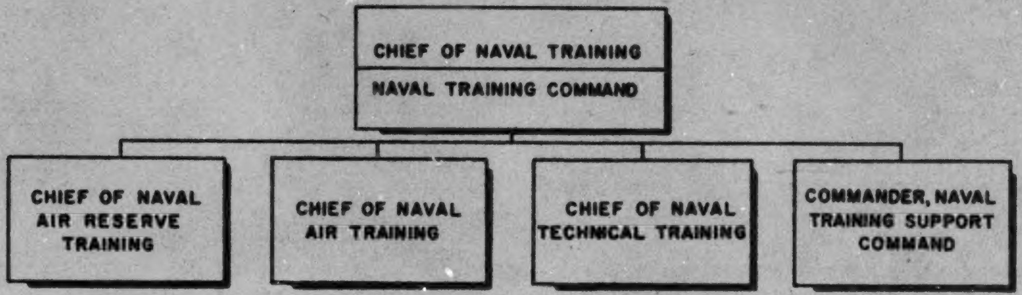

CHIEF OF NAVAL TRAINING
NAVAL TRAINING COMMAND
CHIEF OF NAVAL AIR RESERVE TRAINING
CHIEF OF NAVAL AIR TRAINING
CHIEF OF NAVAL TECHNICAL TRAINING
COMMANDER, NAVAL TRAINING SUPPORT COMMAND

Figure 2-2.—Naval Training Command Organization, 1971. 52.83

Assistant Chiefs of Naval Personnel

Most of the functions of the Bureau of Naval Personnel are carried out under the direction of Assistant Chiefs of Naval Personnel.

Assistant Chief for Plans and Programs.—The Assistant Chief for Plans and Programs initiates the development of and supervises Bureau-wide efforts in formulation of Navy military personnel plans and policies to support the Naval Establishment within the framework of the Approved Five Year Defense Plan and to provide for mobilization in event of emergency; monitors the Bureau-wide effort in executing personnel plans and policies, directs appropriate corrective action; supervises personnel program management in the integration of Bureau efforts to support Navy Department weapons system program and project managers, directs operations research activities pertaining to personnel management and control; integrates the Navy's personnel research program; coordinates and supervises Bureau inputs of Navy program planning systems to the Office of the Secretary of Defense; reviews proposed legislation, and directs and coordinates implementation of enacted legislation affecting naval personnel; prepares and presents information, recommendations, and testimony relative to naval personnel to congressional committees, and other agencies as required; directs the Bureau effort in equal opportunity programs; maintains liaison with the three military departments and agencies of the Department of Defense in the development of joint personnel policies; and advises the Chief of Naval Personnel in these matters.

Assistant Chief for Personnel Control

The Assistant Chief for Personnel Control administers and coordinates the direction of officer distribution; officer promotions and retirements; enlisted personnel distribution, discharge, advancement, and classification; personnel transportation; and recruiting; and exercises command over the Enlisted Personnel Distribution Office (CONUS) and Directors, Navy Recruiting Areas.

Assistant Chief for Naval Reserve

The Assistant Chief for Naval Reserve is charged with the coordination and administration of certain personnel matters concerning members of the Naval Reserve on inactive duty. He develops the tables of organization of Naval Reserve Units, establishes their allowances, controls assignments to the units and other training of members of the Naval Reserve on inactive duty, and promulgates fiscal guidance to the Commander, Naval Reserve Training Command and to the Chief of Naval Air Reserve Training. He serves as advisor to the Chief of Naval Personnel on matters of policy, plans, and procedures for the Naval Reserve. He exercises command for the Chief of Naval Personnel over the Naval Reserve Manpower Center, Bainbridge, Maryland.

Assistant Chief for Records

The Assistant Chief for Records is responsible for functions relating to records for naval officers and enlisted personnel. Developing, maintaining, and disposing of individual records are specific responsibilities. Participation in the development of identification media for armed services personnel and their dependents is also a responsibility of this billet.

Assistant Chief for Performance

The Assistant Chief for Performance advises and assists the Chief and Deputy Chief of Naval Personnel in the formulation of policies related to the performance of naval personnel; provides guidance and direction to divisions engaged in administering personnel security programs, naval personnel performance functions, and disciplinary matters. He exercises command (for the Chief of Naval Personnel) over the Naval Disciplinary Command.

Assistant Chief for Finance (Comptroller)

The Assistant Chief for Finance (Comptroller) is responsible for the development, coordination, and administration of the budgets for appropriated funds administered by the Chief of Naval Personnel and the procedures and accounting therefor.

Chief of Chaplains

The Chief of Chaplains advises the Chief of Naval Personnel on all matters of policy relative to religion and morale and acts for the Chief of Naval Personnel, when and as directed by him, in relation to the Chiefs of Bureaus, the Chief of Naval Operations, the Secretary of the Navy, and the Secretary of Defense. He maintains appropriate direct communication with the Secretary of the Navy and the Under Secretary of the Navy, and the Chief of Naval Operations on matters of religion and morale.

Assistant Chief for Women

The Assistant Chief for Women advises the Chief and Deputy Chief of Personnel on matters affecting women in the naval service (except the Navy Nurse Corps). Specific functions include developing policies and programs concerning Navy women, approving the assignment of women officers for billets concerned with the administration of major groups of women in the Navy, and conducting inspections to ensure and improve effectiveness of women's services in the Navy.

Assistant Chief for Installation Planning

The Assistant Chief for Installation Planning is responsible for the direction and administration of the BUPERS Shore Facilities Planning System, Military Construction Programs (MILCON), and Commercial-Industrial Surveys. Administers for the Chief of Naval Operations the integrated Navy-wide Personnel Support Facilities MILCON Program, and Habitability and Occupancy Criteria for Bachelor Housing. Discharges the Bureau's assigned responsibilities for non-appropriated family housing and provides assistance in non-appropriated facilities funding.

Assistant Chief for Management Information

The Assistant Chief for Management Information cordinates the definition and establishment of information requirements and specifies, develops and operates systems in order to satisfy the military manpower and personnel management information needs of the Navy; exercises command for the Chief of Naval Personnel and provides support to Personnel Accounting Machine Installations.

Assistant Chief for Personal Affairs

The Assistant Chief of Naval Personnel for Personal Affairs heads a new major section of BUPERS designated as Pers P (the P stands for People) devoted to career information and personal services. The Assistant Chief for Personal Affairs serves as Navy Ombudsman. (An ombudsman is a high level official who investigates organizational problems and makes recommendations for remedial action to improve the quality of administration and to redress individual grievances—in short, he is essentially a "red tape cutter" and a two-way communicator to get answers to questions and changes to regulations where desirable.)

Pers P has five divisions covering the field of personal affairs, from answering questions to administering recreation programs. (Personal affairs are discussed in chapter 15.) The five divisions are discussed briefly in the following paragraphs.

- Career Motivation Plans and Programs Division (Pers P1) has the responsibility of working out new ways to make Navy life more attractive; e.g., improving quarters, increasing job satisfaction, considering monetary incentives, or proposing new rules to make Navy life better in general.

- Personnel Liaison Division (Pers P2) operates the Career Counselor Program and implements a new concept in providing information and answering questions (by mail or phone) concerning Navy career programs and policies. It has two branches—the Officer Liaison Branch and the Enlisted Liaison Branch—through which it serves as an "answer line" or "action line" for answers to questions on career matters from commanding officers, career counselors, or individual Navymen. Local sources should be consulted first, since normal channels provide for career counselors to process the queries of enlisted personnel to Pers P and for COs to do the same for officer queries, but this does not preclude individuals from seeking direct help from Pers P in an emergency or to help solve problems that cannot be handled at the local level.

- Career Information and Publications Division (Pers P3) publishes "All Hands," "The Naval Reservist," and other periodicals which give career information and numerous pamphlets and booklets concerning the opportunities offered by Navy programs—education, rights and benefits, advancement, and so forth. The division works closely with the Chief of Naval Information (CHINFO) to coordinate an improved internal information program for the Navy.

- Special Services Division (Pers P4) is in charge of Navy recreation programs, Navy clubs (EM, PO, CPO, and officer), and the Navy's program for ship and station bands. It also accounts for Navy welfare and recreation funds and the administration of civilian employees who are paid with these nonappropriated funds.

- Personal Services Division (Pers P5) administers family assistance and services (such as the recently established Navy Sponsor Program and the equally new Ombudswoman for Navy wives at shore commands) and benefits for Navymen and their families.

COMMAND AND SUPPORT OF SHORE (FIELD) ACTIVITIES

The Secretary of the Navy has sole authority to establish and disestablish all shore (field) activities. He also approves the missions of the activities, classifies them, assigns responsibilities for command, and designates the official charged with primary support responsibility.

COMMAND AND SUPPORT RESPONSIBILITY

The administration of shore (field) activities is reflected in the objectives of two lines of influence exercised over them. These two lines are "command" and "support."

Command

The primary purpose of exercise of command over a shore (field) activity is to provide effective support to the forces of the United States Navy and United States Marine Corps. It encompasses overall authority, direction, control, and coordination necessary to carry out the assigned mission, and responsibility for the operating efficiency of the activity. It includes the authority and responsibility for mission planning, and for coordinating the application of various elements of support.

Support

Support is the collective term given to the responsibility assigned to an official of the Department of the Navy to provide resources to a command or activity of the Navy or Marine Corps to enable it to carry out its mission. It serves to complement the exercise of command. It is intended to encompass administrative, personnel, and material support; guidance and assistance in and evaluation of such matters as organization, procedures, budgeting, accounting, and staffing; and the utilization of personnel, funds, material, and facilities. In addition, support includes the responsibility to assist command in evaluating the efficiency of activities.

CLASSES OF SHORE ACTIVITIES

Shore (field) activities are classified as follows:

CLASS I—Shore (field) activities which are in the chain of command of either the Chief of Naval Operations or the Commandant of the Marine Corps and which receive primary support from that official.

CLASS II—Shore (field) activities which are in the chain of command of either the Chief of Naval Operations or the Commandant of the Marine Corps but which receive primary support from an organizational element not under his command.

CLASS III—Shore (field) activities which are in the chain of command or under the supervision of an official other than the Chief of Naval Operations or the Commandant of the Marine Corps.

These definitions are not criteria for placing a shore activity into a particular category. They merely serve to determine the principal part of the Department of the Navy into which a particular shore activity is organizationally placed, according to command and support assignment.

AREA COORDINATION

The Chief of Naval Operations is responsible for the direction of area coordination over all shore (field) activities through subordinates in his chain of command.

Area coordination is concerned with ensuring that the total efforts of all shore (field) activities of the Department of the Navy adequately support the combatant forces, are adequately coordinated among themselves to assure economy and efficiency of operation, and conform to and support servicewide functions and procedures.

Area coordination includes matters involving command and support relationships with combatant forces, common support services, emergency planning, disaster control and civil defense, harbor facilities, multiple-activity facilities planning, negotiation and collaboration with other Government agencies, appraisal for readiness, responsiveness to local needs, naval military administration, and assigned Navy-wide programs. Area coordination also includes the authority to review and inspect, as appropriate, shore (field) activities in these matters.

Assignment of Area Coordinator Authority

The Chief of Naval Operations assigns shore (field) activities to appropriate area coordinators. The assignment of area coordination responsibilities is based on the following:

1. All activities located in a naval district are assigned to the appropriate Naval District Commandant.
2. All overseas (nonnaval district) activities are assigned to the appropriate fleet commander-in-chief.
3. In addition, activities in the following categories are assigned to naval base and various overseas area commanders under the naval district commandants or fleet commanders-in-chief, as appropriate.

- An activity physically located within the recognized geographical area of one of the above mentioned commands.
- A direct fleet support activity physically located outside the recognized geographical area of one of the above mentioned commands which has a mission and area responsibility directly related to the mission of the naval base and various overseas area commanders, and thus requires coordination with other activities in order to provide complete fleet support service in the local area.
- In exceptional cases, an activity located outside of the recognized geographical area of the naval base or various overseas area commanders considered to have common interests with activities assigned to the naval base or overseas commander, such as common services, area regulations, et cetera, due to physical proximity or other determining factors.

NAVAL DISTRICT COMMANDANTS

The commandants of the 11 continental and 4 extracontinental naval districts represent the Secretary of the Navy, the Chief of Naval Operations, and the offices, commands, and bureaus of the Navy Department in such matters as may be assigned.

District commandants exercise area coordination over all shore (field) activities within their respective naval districts; execute responsibilities with respect to specified functions as assigned by the appropriate Sea Frontier Commander and the Commander Naval Reserve Training Command, administer the Naval Reserve Program (other than air) as assigned; and coordinate public affairs matters throughout the naval district.

District commandants generally have authority in the following areas: coordination of the efforts of shore (field) activities to ensure timely and effective support to fleet units; continuous evaluation of the capabilities and readiness of shore activities for furnishing support to fleet units; maintenance of high standards of military discipline and performance; representing the Department of the Navy with other Government authorities in the coordination of appropriate matters; defense of the district and control of local disasters or emergencies; intelligence; communications; legal and legal assistance matters; and the initiation of integrated relationships among shore activities to ensure military effectiveness, readiness, and capabilities, including coordination of shore activities in such areas as supply, public works, utilities, health programs, and others.

The commandants represent the Secretary of the Navy in public relations matters pertaining to morale and welfare within their respective districts, and interpret, for the general public, the policies and acts of the Navy.

ORGANIZATION IN THE OPERATING FORCES

The Chief of Naval Operations commands and directs the operating forces in carrying out the policies of the Navy Department, with the exception of those personnel assigned to specified or unified combatant commands. The operating forces are divided into fleets and into type and area commands.

FLEETS AND THEIR COMPONENTS

A fleet is an organization of ships, aircraft, Marine forces, and shore-based fleet activities, all under the command of a commander or commander in chief, who may exercise operational as well as administrative control. A MAJOR FLEET is a principal permanent subdivision of the Operating Forces of the Navy with certain supporting shore activities. The Atlantic Fleet and the Pacific Fleet are examples. A NUMBERED FLEET is a major tactical unit of the Navy immediately subordinate to a major fleet command and comprising various task forces, elements, groups, and units for the purpose of prosecuting specific naval operations.

A task force is a temporary grouping of units under one commander for the purpose of carrying out a specific operation or mission. Further subdivisions are task groups, task units, and task elements.

A type command is an administrative subdivision of a fleet or force into ships or units of the same type, as differentiated from a tactical subdivision, such as a task force. Commander, Submarines, Atlantic Fleet (COMSUBLANT) is an example of a type command. Type commands may be subdivided into lesser groupings. In decreasing order of size, flotillas, squadrons, and divisions are subdivisions within a type command. A type command does not necessarily contain all three of these subdivisions. In the organization of naval aircraft type commands, subdivisions are carrier air wings, air groups, and air squadrons.

Ships and aircraft are assigned to a fleet for operational purposes and, at the same time, to a type command for administrative purposes.

The Bureau of Naval Personnel assigns enlisted personnel directly to billets or assigns them to fleet commanders through the enlisted personnel distribution offices of the major fleet commands—EPDOLANT and EPDOPAC. The Chief of Naval Air Training makes such assignments for aviation personnel. (Distribution of personnel is discussed more fully in ch. 6 of this text.)

These major commands exercise control of the distribution of enlisted personnel to activities under their cognizance. Officers generally receive BUPERS orders assigning them to a specified command.

Responsibilities for the personnel under his command rest upon every commander. His chief of staff is responsible to him for the coordination and administration of personnel matters throughout the command.

SHIP COMMANDS

On individual ships, the commanding officer is charged with the responsibility for personnel administration. He is instructed to exert every effort to maintain his command in a state of maximum effectiveness; to report to his appropriate senior any deficiency which appreciably lessens the effectiveness of the command; and to report with his recommendations to the bureau, command, or office concerned whenever, in his opinion, his authorized allowances of personnel exceed or fall short of requirements.

As stated in article 0701 of U.S. Navy Regulations, 1948 "The responsibility of the commanding officer for his command is absolute, except when, and to the extent, relieved therefrom by competent authority. . . ." Inherent in command are responsibility for coordinating the efforts of the units or individuals commanded, the power to enforce the official will of the commander through the exercise of the necessary military direction, the authority to make inspections to ensure compliance with such directions, and the initiation or application of authorized disciplinary measures incident thereto. A commander, within his discretion, may delegate the execution of the details to be performed by his authority to appropriate subordinates, but such delegation does not relieve him of overall responsibility for the performance of the personnel or units under his command.

U.S. Navy Regulations makes clear the role of personnel management in the command function.

As stated in the following excerpts from articles 0704, 0709, 0710, and 0746, the commanding officer shall:

1. "Exert every effort to maintain his command in a state of maximum effectiveness for war service consistent with the degree of readiness prescribed by proper authority."
2. "Use all proper means to promote the morale, and preserve the moral and spiritual well-being of the personnel under his command."
3. "Insure that noteworthy performances of duty of personnel under his command receive timely and appropriate recognition and that suitable notations are entered in the official records of the individuals."
4. "Insure that timely advancement in rating of enlisted personnel is effected in accordance with existing instructions."
5. "Endeavor to increase the specialized and general professional knowledge of the personnel under his command by frequent conduct of drills, classes, and instruction, and by the utilization of appropriate fleet and service schools."
6. ". . . insure before departure for sea that the officers and crew have been properly organized, stationed, and trained to cope effectively with any emergency that might arise in the normal course of scheduled operations."

EXECUTIVE OFFICER'S RESPONSIBILITY

In a ship's organization, the executive officer's responsibilities and specific duties, as established in Navy Regulations, are for the most part administrative and are concerned with personnel management.

He is, ". . . primarily responsible, under the commanding officer, for the organization, performance of duty, and good order and discipline of the entire command."

Department and Division Responsibilities

The head of a department is assigned specific personnel duties by article 0903 of Navy Regulations; as indicated in the following excerpts, he is to:

"Organize and train his department to insure readiness for battle."

"Assign the personnel to stations and duties within the department."

"Be responsible for the effectiveness of the department, and to this end he shall plan, direct, and supervise the work and training of personnel within the department."

"Anticipate the personnel and material needs of the department; and submit timely requests to fulfill requirements."

Under the department head, the division officer is directly responsible for discipline, training, and general guidance of the men of his division.

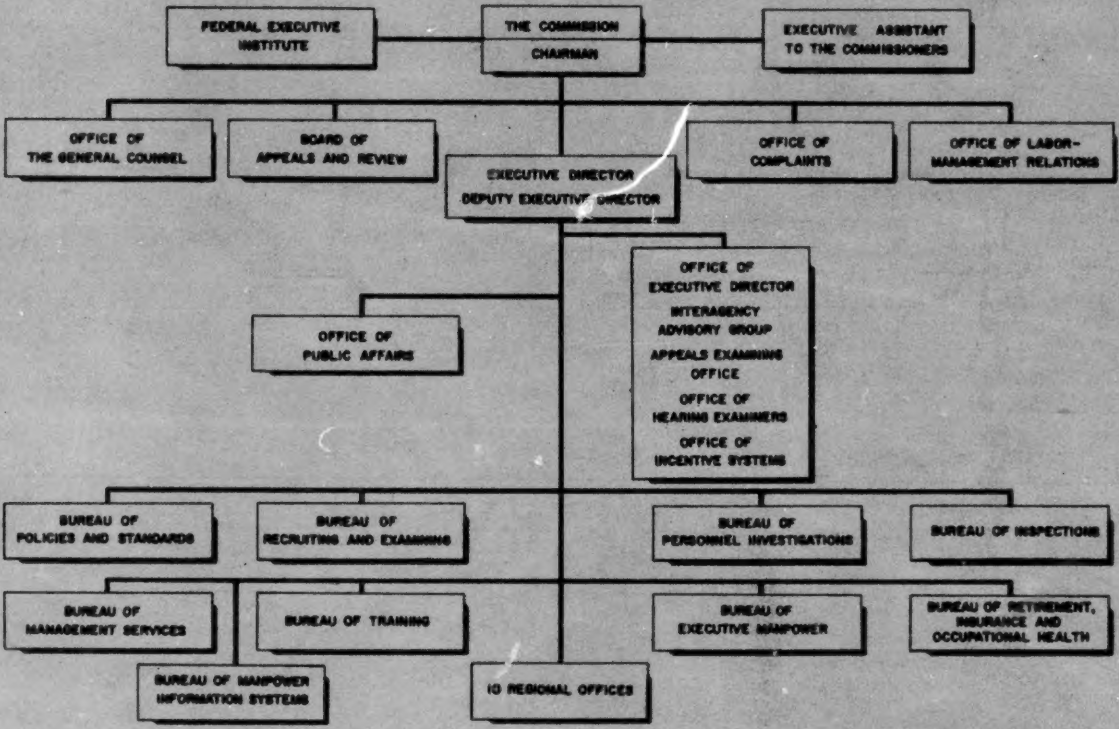
ADMINISTRATION OF CIVILIAN PERSONNEL

The administration of Navy civilian personnel is determined by Acts of Congress, Executive Orders, Federal regulations, judicial decisions, decisions of the Comptroller General of the United States, and policies and procedures of the U.S. Civil Service Commission as well as policies and procedures of the Department of Defense and the Department of the Navy.

CIVIL SERVICE COMMISSION

The U.S. Civil Service Commission is an independent Government agency in the Executive Branch, charged with providing leadership and assistance to agencies in carrying out the Government's personnel job. The Commission's activities which affect the Navy include:

- Setting up standards and guides for agency civilian personnel activities with the advice and participation of the agencies, and exercising leadership in Federal personnel administration by stimulating and recommending improvements in personnel laws, regulations, policies, and methods.
- Inspecting personnel activities to see that they meet the standards and conform to the requirements of law.
- Advising agencies in personnel matters.
- Maintaining certain basic records of Federal employees.
- Investigating Federal job applicants to protect the security of the country.
- Conducting nationwide and regional examinations.


FEDERAL EXECUTIVE INSTITUTE
THE COMMISSION
CHAIRMAN
EXECUTIVE ASSISTANT TO THE COMMISSIONERS
OFFICE OF THE GENERAL COUNSEL
BOARD OF APPEALS AND REVIEW
EXECUTIVE DIRECTOR
DEPUTY EXECUTIVE DIRECTOR
OFFICE OF COMPLAINTS
OFFICE OF LABOR-MANAGEMENT RELATIONS
OFFICE OF EXECUTIVE DIRECTOR
INTERAGENCY ADVISORY GROUP
APPEALS EXAMINING OFFICE
OFFICE OF HEARING EXAMINERS
OFFICE OF INCENTIVE SYSTEMS
OFFICE OF PUBLIC AFFAIRS
BUREAU OF POLICIES AND STANDARDS
BUREAU OF RECRUITING AND EXAMINING
BUREAU OF PERSONNEL INVESTIGATIONS
BUREAU OF INSPECTIONS
BUREAU OF MANAGEMENT SERVICES
BUREAU OF TRAINING
BUREAU OF EXECUTIVE MANPOWER
BUREAU OF RETIREMENT, INSURANCE AND OCCUPATIONAL HEALTH
BUREAU OF MANPOWER INFORMATION SYSTEMS
10 REGIONAL OFFICES

52.58

Figure 2-3.— United States Civil Service Commission.

- Providing, in response to requests from appointing officers in the various Federal agencies, the best qualified, available personnel to fill positions in those agencies.

- Administering the Classification Act which provides for the classification of positions according to duties and responsibilities.

- Reviewing and approving agency plans for rating the employees' work performance, and administering a board-of-review program for deciding performance-rating appeals.

- Developing, promoting, and carrying out Government-wide programs to assure effective development and training of Federal career employees.

- Helping agencies to assess their training needs and to establish, operate, and evaluate their own training programs; and coordinating and promoting interagency training activities.

- Administering the Civil Service Retirement System, the Federal Employees Health Benefits Program, the Federal Employees Group Life Insurance Program, the Retired Federal Employees Health Benefits Act, and the Commission's Government-wide occupational health, safety, and medical programs.

- Ruling on appeals by individuals and agencies from Commission decisions regarding the rights and interests of Federal employees, in such areas as firings, appointments, examination ratings, retirement actions, performance ratings, and discrimination on the basis of race, religion, or sex.

Regional Offices

The Commission maintains 10 regional offices located in principal cities throughout the country. Service throughout geographic areas covered is provided by the regional offices through a network of civil service representatives, and Interagency Boards of Examiners, which provide one-stop information and counseling. Regional offices also have jurisdiction over examining points located in the larger post offices, and Boards of U.S. Civil Service Examiners located at certain Government establishments to conduct, under merit procedures, recruiting and examining for agencies.

Regional offices furnish personnel management advisory service to the various naval shore (field) activities, audit position classifications in agency field establishments, and inspect the performance of personnel functions decentralized to agency officials.

OFFICE OF CIVILIAN MANPOWER MANAGEMENT

The Office of Civilian Manpower Management (OCMM), formerly the Office of Industrial Relations, is under the supervision of the Assistant Secretary of the Navy (Manpower and Reserve Affairs). The civilian director of OCMM is entitled Director of Civilian Manpower Management. The Deputy Director is a career naval officer of the rank of Captain. Codified regulations for the administration of civilian personnel are contained in the Federal Personnel Manual (FPM) and related Civilian Manpower Management Instructions(CMMIs) issued by OCMM.

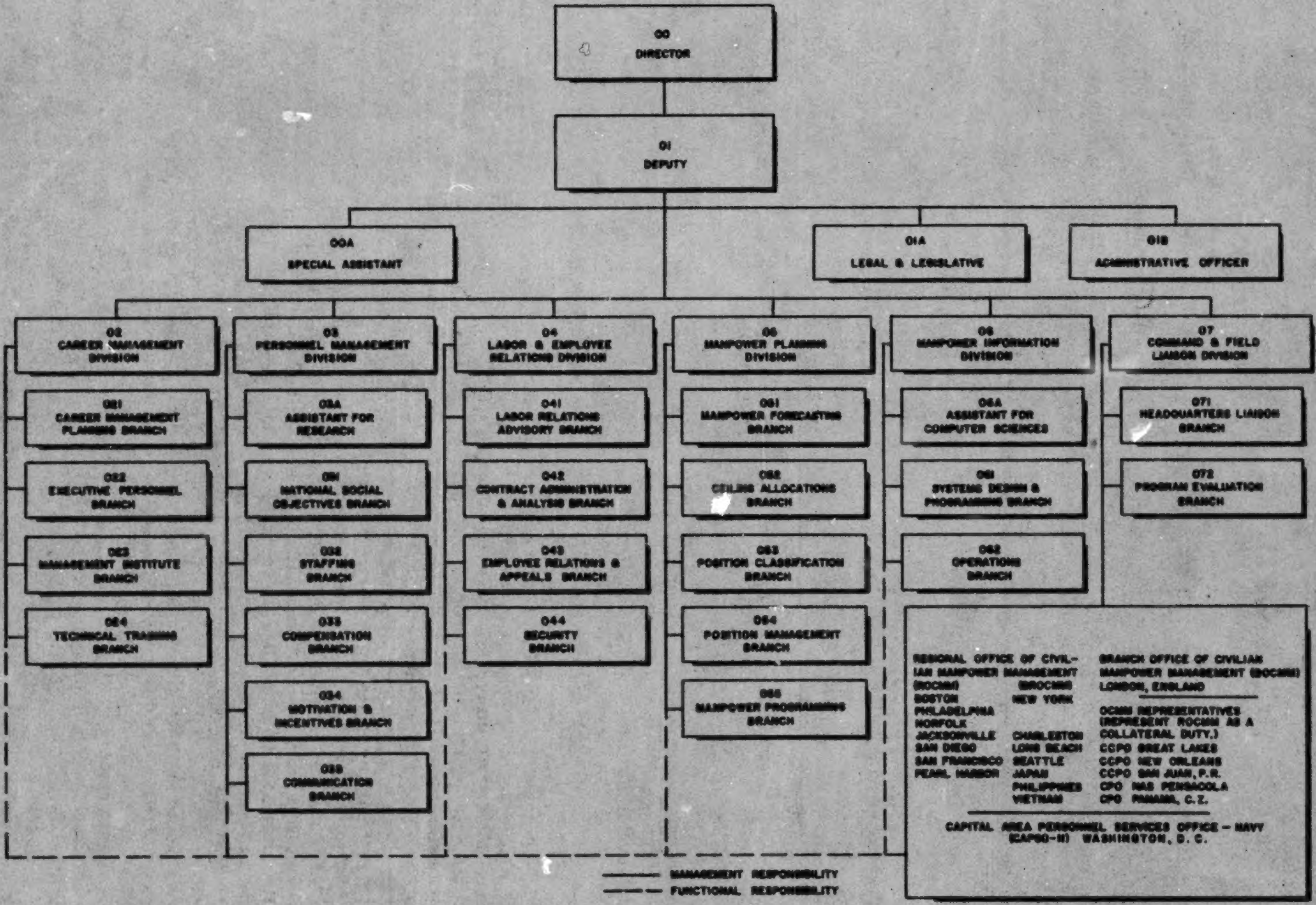
The Office of Civilian Manpower Management develops, directs, and appraises programs and activities required to determine civilian manpower requirements and to attract, train, and motivate a civilian staff of appropriate quality and quantity for the Department of the Navy. Through its headquarters office and seven regional offices, OCMM performs the following functions:

1. Provides support and assistance on civilian personnel matters to the Secretary of the Navy and to his principal aides and represents him in contacts and dealings with other organizations on these matters, both within and without the Department.
2. In conjunction with appropriate military personnel authorities, determines and maintains proper relationship of civilian personnel programs to total Navy manpower management.
3. Establishes policies, program objectives, and standards; appraises program accomplishment and prepares and communicates reports of its findings to appropriate levels of management.
4. Establishes criteria to govern the staffing for and organization of civilian personnel administration activities within the Department.
5. Reviews, assembles, and evaluates estimates of civilian manpower requirements and administers internal Department of the Navy ceiling controls.
6. Prepares periodic forecasts of staffing trends within the Department; estimates future staffing needs and ensures that timely steps are taken to meet these needs.
7. Provides leadership in and coordination of career planning including recruitment, development, and selection.
8. Ensures that Navy civilian personnel programs reflect the most advanced developments within management and behavioral sciences; to this end sponsors necessary studies leading to the application of research findings to Navy programs.
9. Develops and maintains information systems required to support its program.
10. Establishes and maintains effective channels of communication between the Navy Department and its employees.
11. Provides consultation services at both departmental levels and in the field on civilian personnel matters.

Regional Offices of Civilian Manpower Management

The Office of Civilian Manpower Management is represented in the field by seven Regional Offices of Civilian Manpower Management (ROCMMs), which bring close to the point of application the programs and activities, technical services, and consulting facilities of OCMM. ROCMMs perform the following functions:

1. Provide on-site consultation and technical service to field activities on civilian personnel management.
2. Assist local naval staffs and others in planning and effecting coordination of civilian personnel matters within the area.
3. Assist activities to develop civilian personnel staff competence by developing sources of personnel, providing training as required, and by promoting development and maintenance of professional competence.
4. Sponsor, coordinate, and/or conduct appropriate functional management training assemblies, including seminars, conferences, and institutes.


00
DIRECTOR
01
DEPUTY
00A
SPECIAL ASSISTANT
01A
LEGAL & LEGISLATIVE
01B
ADMINISTRATIVE OFFICER
02
CAREER MANAGEMENT DIVISION
021
CAREER MANAGEMENT PLANNING BRANCH
022
EXECUTIVE PERSONNEL BRANCH
023
MANAGEMENT INSTITUTE BRANCH
024
TECHNICAL TRAINING BRANCH
03
PERSONNEL MANAGEMENT DIVISION
03A
ASSISTANT FOR RESEARCH
031
NATIONAL SOCIAL OBJECTIVES BRANCH
032
STAFFING BRANCH
033
COMPENSATION BRANCH
034
MOTIVATION & INCENTIVES BRANCH
035
COMMUNICATION BRANCH
04
LABOR & EMPLOYEE RELATIONS DIVISION
041
LABOR RELATIONS ADVISORY BRANCH
042
CONTRACT ADMINISTRATION & ANALYSIS BRANCH
043
EMPLOYEE RELATIONS & APPEALS BRANCH
044
SECURITY BRANCH
05
MANPOWER PLANNING DIVISION
051
MANPOWER FORECASTING BRANCH
052
CEILING ALLOCATIONS BRANCH
053
POSITION CLASSIFICATION BRANCH
054
POSITION MANAGEMENT BRANCH
055
MANPOWER PROGRAMMING BRANCH
06
MANPOWER INFORMATION DIVISION
06A
ASSISTANT FOR COMPUTER SCIENCES
061
SYSTEMS DESIGN & PROGRAMMING BRANCH
062
OPERATIONS BRANCH
07
COMMAND & FIELD LIAISON DIVISION
071
HEADQUARTERS LIAISON BRANCH
072
PROGRAM EVALUATION BRANCH
REGIONAL OFFICE OF CIVILIAN MANPOWER MANAGEMENT (ROCMM)
BOSTON
PHILADELPHIA
NORFOLK
JACKSONVILLE
SAN DIEGO
SAN FRANCISCO
PEARL HARBOR
(BROCMM) NEW YORK
CHARLESTON
LONG BEACH
SEATTLE
JAPAN
PHILIPPINES
VIETNAM
BRANCH OFFICE OF CIVILIAN MANPOWER MANAGEMENT (BOCMM) LONDON, ENGLAND
OCMM REPRESENTATIVES (REPRESENT ROCMM AS A COLLATERAL DUTY.)
CCPO GREAT LAKES
CCPO NEW ORLEANS
CCPO SAN JUAN, P.R.
CPO NAS PENSACOLA
CPO PANAMA, C.Z.
CAPITAL AREA PERSONNEL SERVICES OFFICE – NAVY (CAPSO-N) WASHINGTON, D. C.
MANAGEMENT RESPONSIBILITY
FUNCTIONAL RESPONSIBILITY

52.59

Figure 2-4.—Office of Civilian Manpower Management.

5. Conduct, for OCMM, particular assignments, including standards development, accumulation of data for special reports, special inquiries, and such projects as require locale familiarity.

6. As a basis for periodic appraisals, maintain close acquaintance with an activity's civilian personnel program. If deficiencies are noted, suggest corrective actions to the activity and assist as requested to accomplish indicated improvements. Report unusual accomplishments for possible application to other activities.

7. Advise activities as requested in conducting self-evaluations of their civilian personnel programs, and in correcting deficiencies or weaknesses revealed thereby.

8. Conduct evaluation studies and make appraisal reports as directed or requested.

CIVILIAN MANPOWER DIRECTIVES SYSTEM

The components of the civilian manpower directives system, combined with those of the Federal Personnel Manual system, jointly provide a comprehensive and complete body of rules, regulations, policy statements and other information governing civilian personnel management and administration throughout the Department of the Navy. The Federal Personnel Manual itself serves as the Department's basic manual of civilian personnel instructions. Through the civilian manpower directives system, portions of the FPM are modified and supplemented to reflect the Department's particular provisions and operating instructions. The basic provisions of the Federal Personnel Manual, together with any modifying provisions made by the Department, are mandatory in application and are the basic and controlling instructions in all subject areas covered. Instructions issued through the civilian manpower directives system are effective upon receipt unless otherwise specified. The Federal Personnel Manual system is discussed in FPM chapter 171.2. Activities are not to delay actions prescribed by FPM issuances. Where modifying provisions of the Department are required, they are issued sufficiently in advance of effective dates to allow time for implementation. (Civilian marine personnel of the Military Sealift Command (formerly MSTS) are governed by Civilian Marine Personnel Instructions.)

The following issuances of the Office of Civilian Manpower Management represent the basic components of the Department's civilian manpower directives system:

1. Civilian Manpower Management Instructions (CMMI).
2. Civilian Manpower Management Letters (CMML).
3. Office of Civilian Manpower Management Notices (OCMMNOTE).
4. Civilian Manpower Management Guides (CMMG).

Civilian Manpower Management Instructions

CMMIs govern civilian manpower management and administration throughout the Department of the Navy. They supplement material contained in the Federal Personnel Manual issuance system and thereby convey the Department's particular policies and special provisions, restrictions, requirements, and other related information on matters pertaining to civilian personnel management and administration. In addition, CMMI's incorporate, when necessary, pertinent requirements of law, Department of Defense directives, and regulations issued by outside control agencies (e.g., General Accounting Office, Bureau of the Budget, Department of Labor, etc.).

Classification and Numbering.—The overall subject matter classification and numbering system of Civilian Manpower Management Instructions is keyed to the Federal Personnel Manual issuance system described in Appendix A, chapter 171 of the basic Federal Personnel Manual.

Format and Filing.—Civilian Manpower Management Instructions are published in looseleaf form on green paper. They are filed within and throughout the basic Federal Personnel Manual and its supplements in accordance with the classification and numbering system prescribed. Each new issuance, change, or revision is transmitted by a change to OCMM Instruction 12000.1 which emphasizes new or changed material of major importance and contains specific filing instructions. Each civilian personnel office is to maintain one library copy of superseded material for reference purposes.

Audience and Distribution.— The basic Federal Personnel Manual and the Civilian Manpower Management Instructions which supplement it are written primarily for personnel officials as a group. The FPM supplements and CMMI's which elaborate upon them are intended for specialized audiences. Navy civilian personnel offices make any and all of these publications available for review by any supervisor, employee, or union representative. These publications may also be made available to other persons having a legitimate interest in their contents. Complete sets of these publications (basic FPM, FPM supplements, and CMMI's) are to be maintained by civilian personnel offices throughout the Naval Establishment.

Civilian Manpower Management Letters

Civilian Manpower Management Letters are used to issue policy, regulatory, instructional, or other supplementary information and guidance of a continuing or permanent nature which, because of urgency, cannot immediately be issued as a CMMI. CMML's are published in loose-leaf form, on green paper, and are classified within and throughout the FPM/CMMI system and are retained until superseded or canceled.

Office of Civilian Manpower Management Notices

Office of Civilian Manpower Management Notices convey temporary requirements, instructions, or other information and guidance in areas where no specific regulations govern. Notices are prepared, issued, and maintained in accordance with the overall Navy Directives System and contain an automatic expiration date. Usually, a notice expires within six months but it cannot remain in effect beyond one year.

Civilian Manpower Management Guides

Civilian Manpower Management Guides are general aids to staff and line management officials and are intended to help them carry out their personnel management responsibilities. CMMG's cover a wide variety of subject—matter areas in civilian personnel management and administration. Subject matter coverage is in an informal, unstilted style and varies in detail based upon the extent of management's responsibility, involvement, and latitude in each area. Their function is to explain and clarify the more complex procedural requirements, to deal with matters of desirable as well as mandatory policy, and to provide information on proved methods of approaching and solving problems of personnel management. They are advisory in nature unless given mandatory force through instructional material on the same general subject. Civilian Manpower Management Guides are published in loose-leaf form, on white paper, and are filed (FPM/CMMI numbering) in three-ring binders.

CIVILIAN PERSONNEL OFFICE

Every Navy and Marine Corp activity employing civilian personnel must have available to it the services and resources of a civilian personnel office. Most large and medium-sized activities have their own civilian personnel office (CPO). Most small activities, and some larger ones, are served by Consolidated Civilian Personnel Offices (CCPOs).

The civilian personnel office is one of the channels through which the bureau chief or activity command manages the organization. It is the office through which command expresses personnel policy and, where necessary, controls the observance of such policy. The civilian personnel office is also a source of specialized technical assistance to aid the supervisor in his day-to-day personnel responsibilities.

Whenever any matter involving the attitudes, behavior, or effectiveness of employees requires attention, the personnel office should be represented in the deliberations; certainly whenever any action is contemplated that requires personnel movement or change of any kind, the personnel office should be consulted on the legality and feasibility of various alternative courses of action. The same foresighted approach is desirable for each supervisor down the line who is responsible for initiating personnel changes or for detecting personnel problems within his own unit.

SUMMARY

The administration of the Department of the Navy is governed by the policies and principles and the organizational structure prescribed by Navy Regulations and SECNAV Instructions. Specific responsibilities for administration are assigned to the Secretary of the Navy and to his naval and civilian executive and professional assistants.

The Chief of Naval Operations exercises overall authority in matters essential to naval military administration and is responsible for such personnel matters as training, personnel requirements, and morale. The Commandant of the Marine Corps exercises similar authority and responsibility over the U.S. Marine Corps. The administration of naval military personnel is directed by the Bureau of Naval Personnel, which performs such Navy-wide personnel functions as recruiting, assignment, promotions, and separations. The Chief of Naval Material and the heads of other components of the Navy Department are responsible for the administration of personnel within their respective commands and perform personnel functions required by their support requirements.

In the Operating Forces, personnel administration is a function of command, from the major fleet commands to the individual ship commanders. The specific responsibilities at each level are enumerated in Navy Regulations.

Navy civilian personnel administration is also a responsibility of command, exercised under the codified regulations issued by the Office of Civilian Manpower Management, which is supervised by the Assistant Secretary of the Navy (Manpower and Reserve Affairs).

Under the standards and guidelines set by the Civil Service Commission, the Office of Civilian Manpower Management develops the Navy's civilian personnel programs and provides staff assistance to civilian personnel offices of individual commands through Regional Offices of Civilian Manpower Management (ROCCMs).

CHAPTER 3

OFFICER OCCUPATIONS AND CLASSIFICATION

The term "occupational structure," as applied to the Navy, includes the occupational categories required for all the many and varied tasks and responsibilities necessary to accomplishment of the Navy's assigned missions. As we have already seen, this structure includes officers, enlisted personnel, and civilians. These people are not simply naval officers, sailors, and Government employees. Each has his own occupation, or is in training for some occupation that contributes to tasks in which the Navy is engaged.

CLASSIFICATION AND ITS FUNCTIONS

Effective personnel administration requires extensive information about naval occupations and about the occupational qualifications of naval personnel. The three types of research described in chapter 1—personnel measurement, occupational analysis, and organizational analysis—provide the techniques through which this information is developed and the forms in which it is made available for use. In the present chapter and the two that follow, we are concerned primarily with information developed by the first two of these types of research.

WHAT IS CLASSIFICATION?

Occupational analysis and personnel measurement are frequently grouped together in Navy terminology under the general title of classification. This grouping results from the fact that the two are counterparts—one being the study of the tasks to be accomplished and the other of the personnel available to accomplish them. Although, as we saw in chapter 1, the two types of research are performed separately, their results are brought together in the matching of men and billets. The term "classification" is sometimes limited to the process of translating the information developed by both types into systems and codes that will facilitate its use. It is impossible to understand fully the occupational structure of today's Navy without first understanding these systems and codes.

The function of Navy classification can best be understood, perhaps, by the following hypothetical example:

Assume that overnight all identification insignia and records were lost, and all naval personnel were scrambled. Instead of the well organized DD you commanded yesterday, today you are in command of a strange nuclear powered DXZ, with a ship's company of eager faces and strong bodies, anonymously clothed alike and without papers or records of any kind. Before you could bring order into this chaotic situation, you would have to find out first what work is to be done and then what kinds of men you have. Only then could you assign the right man to the right job.

Actually, of course, the Navy's occupational structure is much older than modern research methods. Yet throughout naval history these processes of evaluating the jobs to be done and measuring the qualifications of personnel have been performed. In the modern Navy they go on continually in the constant adaptation of the occupational structure to new types of ships and gear and to new missions and needs.

QUALITIES OF NAVY CLASSIFICATION

If a classification system is to attain maximum usefulness in an organization as large and complex as the modern United States Navy, it must have certain characteristics. First, the system must have universality—it must be capable of being used by every naval unit. It must lend itself to common understanding and therefore must use standard descriptions, titles, and codes to assure communication. Within the system, occupational relationships must be shown in terms of job family relationships on the one hand and organizational relationships on the other.

The system must also be so organized as to permit its usefulness in a variety of manpower management functions—recruitment, selection, training, authorizations, promotions, personnel accounting, and distribution. Then, too, the system must contribute to promoting opportunity, incentive, and high morale through a widespread understanding of how special training, education, or experience is identified and hence can be utilized.

Two limiting factors make the Navy's classification problems unique: (1) the physical limitations imposed by shipboard life and (2) the characteristic missions of naval ships. Since all personnel must be quartered, fed, and provided for aboard ship, without other facilities available — sometimes for long periods — the number of personnel must be kept within limits the ship can sustain. This means that the classifications must be broad enough to make full use of the time and energies of each person. Moreover, the missions of naval ships require all hands to be proficient at both professional and military duties, especially under combat conditions. Immediate replacements are likely to be unavailable in battle or in event of a storm or other disaster. Substitutes must, therefore, be able to continue operating and fighting the ship. Yet every modern ship carries many items of equipment requiring for its operation and maintenance highly specialized knowledge and skills. Navy classifiers are confronted with the paradoxical and very difficult task of establishing an occupational structure of highly skilled specialists who are at the same time broadly versatile.

As the title indicates, this chapter deals with the officer structure and the classification system that underlies it. Chapters 4 and 5 cover the enlisted and civilian structures and systems respectively.

It is assumed that the reader of this text is already acquainted with certain obvious aspects of the officer structure, such as the grade structure and the basic distinctions of line and staff. Our concern here is with divisions within these broad categories, with the systems by which they are identified, and with current trends that mark the structure's adaptation to present and anticipated needs.

LINE AND STAFF CATEGORIES

Navy Regulations divides all officers in the United States naval service (which includes the Marine Corps) into "officers in the line, officers in the staff corps, chief warrant officers, and warrant officers." Midshipmen are, by law, officers in a qualified sense and are classed as being in the line.

OFFICERS IN THE LINE

Officers in the line are divided by *Navy Regulations* into the following categories:

- Line officers not restricted in the performance of duty.
- Limited duty officers designated for duty in line technical fields.
- Line officers restricted in the performance of duty designated for engineering duty; aeronautical engineering duty; and special duty in the fields of cryptology, naval intelligence, public affairs and geophysics (meteorology and oceanography/hydrography).

Command

The usual association of line officers with military command is a valid one, but it requires knowledge of various modifying definitions.

Eligibility for Command at Sea.—The term "eligible for command at sea" is defined in *Navy Regulations* as "all male officers of the line of the Navy (including Naval Reserve) on active service, except those designated for the performance of engineering, aeronautical engineering, or special duties, and except those limited duty and Naval Reserve officers who are not authorized to perform all deck duties afloat." Note that some, but not all, line limited duty officers are eligible for command at sea.

Command Ashore.—Officers assigned to command ashore must have the special qualifications required for the particular command. Commandants of naval districts and naval bases must be eligible for command at sea. An officer detailed to command a naval shipyard must have technical training in the building and repair of ships, and experience in the technical and management phases of such work. Marine Corps activities are normally commanded by Marines.

Aviation Commands.—To command a carrier or aircraft tender, an officer must be an officer of the line qualified as a naval aviator and eligible for command at sea. The same qualifications are required for command of a naval air station or naval air unit organized for flight tactical or administrative purposes. A shore naval air activity of a technical nature may be commanded by a naval aviator who is a line officer but not necessarily eligible for command at sea. Activities and organizations which support flight units, but whose mission does not directly involve the operation of aircraft, generally are commanded by officers who have qualified for command at sea but who are not naval aviators.

URL Warfare Specialties

Numerous steps have been taken to establish, define, and support officer manpower requirements. One of these steps has been the establishment of four warfare specialties within the unrestricted line. These are: aviation, submarine, surface, and special (Seal/UDT). The aviation warfare specialists are readily identified by designator. The submarine, special and surface warfare specialists are equally identifiable by Special Qualification/Special Designator and occupational codes, all of which can be retrieved by a computer for rapid response, measure, and display. These identifiers are assigned to officers aspiring toward qualification in their warfare specialty when each achieves a specific, basic level of competence, generally as a junior officer.

Limited Duty Officers

The Limited Duty Officer Program, in effect since 1948, replaced the Temporary Officer Program of World War II. The program was temporarily closed but was reopened in fiscal year 1968. Input into this program in fiscal year 1968 and thereafter is limited to only those male commissioned warrant officers of the Regular Navy originally appointed after calendar year 1964, who are serving in grade W-2 or W-3. Initial appointment to limited duty officer from warrant officer is to Limited Duty Officer (Temporary).

Limited duty officers continue to perform in the general areas indicated by former warrants or enlisted ratings. The LDO acts as a technical administrator, in contrast to the warrant officer who acts as a supervisory technician, in a prescribed occupational area. Current directives provide for limited duty officers in the following line and staff categories: deck, operations, ordnance, explosive ordnance disposal, administration, data processing, communications, bandmaster, engineering, hull, electrician, electronics, cryptology, aviation operations, photography, meteorology, aviation ordnance, avionics, aviation maintenance, aviation control, air intelligence, supply, and civil engineer. For further information see the Manual of Qualifications for Limited Duty Officers, U. S. N., NAVPERS 18564A.

EDO, OEDO, AEDO and AMDO

Permanently commissioned line officers of the Regular Navy, permanently commissioned officers of the Naval Reserve, and temporary limited duty officers may request transfer to the restricted line of the Regular Navy and designation as Engineering Duty (Ship Engineering) or (Ordnance Engineering), or Aeronautical Engineering Duty (Aeronautical Engineering) or (Aviation Maintenance). (These are legal titles for the Restricted Line Communities and should be used for official correspondence, designations and selection boards since officers compete only with officers of the same legal communities. The administrative titles frequently used within the Navy are as follows: engineering duty officers (EDO), ordnance engineering duty officers (OEDO), aeronautical engineering duty officers (AEDO), and aeronautical maintenance duty officers (AMDO).)

Special Duty Officers

Permanently commissioned officers of the Regular Navy may request transfer to the restricted line of the Regular Navy and designation as Special Duty (Cryptology), (Intelligence), (Public Affairs), or (Geophysics).

Permanently commissioned officers of the Navy Reserve and temporary limited duty officers may be transferred to the restricted line of the Regular Navy and designated as Special Duty (Cryptology), (Intelligence), (Public Affairs), or (Geophysics).

(The administrative titles for these restricted line officers are Cryptologist, Intelligence Officer, Public Affairs Officer (PAO), SDO (Meteorology) and SDO (Oceanography).

Eligibility requirements for transfer of Reserve officers to the line, restricted line, and staff corps as Reserve officers are given in BUPERSNOTE 1210 of 28 April 1970. This notice also gives the procedure for effecting change of designator codes for Temporary and Reserve officers on active and inactive duty (including TARS).

Reserve officers may apply for designation as Special Duty (General Administration) (1685) (Inactive only) in accordance with BUPERSNOTE 1210 of 28 April 1970 (to be incorporated in BUPERSMAN).

Women Line Officers

Women officers are restricted by law from serving aboard combatant aircraft and naval ships, except transports and hospital ships. They may be detailed to command but are restricted by Navy Regulations from succeeding to command as commanding officers except at those activities whose primary function is the administration of women personnel. There are no similar restrictions on their serving as officers in charge. (Women staff corps officers may also serve as officers in charge. For example, a woman Supply Corps officer could serve as officer in charge of an activity whose primary function was supply.)

STAFF CORPS OFFICERS

Officers of the staff corps have all the rights and privileges of their rank but are not eligible to assume command except in activities whose mission requires their specialty. For example, a naval supply depot is normally commanded by a Supply Corps officer, a naval hospital by an officer of the Medical Corps. A hospital ship has, as commanding officer for the hospital, a Medical Corps officer whose command has roughly the same scope and responsibilities as in a hospital ashore. This officer is under the command (for matters related to the ship and the military situation) of the commanding officer of the ship, who is a line officer eligible for command at sea. Thus the responsibilities and authority of each are delineated according to his professional status and background.

The Navy Staff Corps

The composition and responsibilities of the various corps (listed in designator sequence) are as follows:

- The MEDICAL CORPS consists entirely of physicians and surgeons who maintain the physical and mental health of Navy and Marine Corps personnel and provide emergency care for Navy employees. They are also responsible for the general health conditions of the ship or station, including sanitary condition. As conditions permit, they provide medical and hospital care for naval dependents. The Medical Corps numbers some women officers on its rolls, and they are permitted to serve on hospital ships and transports, as well as ashore.

- Officers of the DENTAL CORPS provide the dental care and treatment of naval personnel. They are responsible for prevention and control of diseases and for supervising dental hygiene. A senior dental officer may assume administrative responsibilities such as commanding officer of a dental command or head of a dental department. If he is assigned to the Bureau of Medicine and Surgery, he may be responsible for dental personnel, dental research, dental supply, or dental training programs.

- The MEDICAL SERVICE CORPS consists of six sections: Supply and Administration, Medical Allied Science, Optometry, Pharmacy, Medical Specialists, and Podiatry. Most of the afloat billets for Medical Service Corps officers are in the Supply and Administration section. The others serve in medical facilities, industrial facilities, hospitals, or laboratories. This corps is the most heterogeneous of the eight staff corps. The Medical Specialists section is made up of dietitians, physical therapists and occupational therapists, and the Medical Allied Science section represents many different specialties.

- The JUDGE ADVOCATE GENERAL's CORPS was established by Public Law 90-179 of 8 December 1967. Law specialists-officers (including WAVE officers) of the Regular Navy (active or retired list) and of the Naval Reserve (active, inactive, or retired) were redesignated as judge advocates in the Judge Advocate General's Corps (JAGC) of the Navy.

Judge advocates are officer-lawyers; each judge advocate is qualified to practice not only before the military courts provided under the Uniform Code of Military Justice but also before the courts of the United States and at least one state. In addition to legal work in general, special, and summary courts-martial and in appellant proceedings before the Boards of Review and the Court of Military Appeals, judge advocates deal in such areas as international law, immigration and naturalization problems, admiralty, tort and a variety of other civil claims, taxation affairs, retirements of military personnel, legal assistance, law of the sea, and even the incipient phases of space law.

- The NURSE CORPS is made up of both men and women. Navy nursing is as varied as the field of nursing itself. Shore assignments may be in hospitals or dispensaries, both in the continental United States and overseas, and in Medical Corps schools, offices of naval officer procurement, and under instruction in U.S. civilian institutions. Sea duty is spent on hospital ships, Navy transports, or with the Military Sealift Command (MSC). Navy nursing consists of general nursing and such specialties as operating room management, anesthesia, teaching, research, the clinical specialties such as medical, surgical, neuropsychiatric, or maternity nursing, and in the management areas of nursing supervision and nursing service administration.

- The SUPPLY CORPS is the business arm of the Navy. Besides proficiency in the administration of supply operations afloat and ashore, Supply Corps officers are responsible for the functional areas of: subsistence and food service, transportation management, terminal operations and stevedoring, purchasing, inventory control, fuel, clothing, and merchandizing. Women officers in the Supply Corps are eligible for a wide range of assignments ashore.

- CHAPLAIN CORPS officers are ordained clergymen of the Catholic, Jewish, or Protestant religions, before being commissioned. They serve with Navy, Marine Corps, and Coast Guard units. They are the spiritual and moral counselors of their ships, stations, or units. The chaplains conduct divine services; officiate at baptisms, marriages, and funerals; visit the sick and imprisoned; provide religious instruction; and counsel with personnel in matters pertaining to their spiritual life.

- The CIVIL ENGINEER CORPS is responsible for the planning, design, construction, maintenance, and operation of the public works and the public utilities of the Navy's shore bases, located in all parts of the world. A CEC officer may be assigned to public works duty, district public works duty, construction battalion duty, or he may have staff duty or be assigned to special programs. The CEC officer assigned to a public works department at a shore station is responsible for supervising the maintenance, repair, and improvement of all buildings, structures, and grounds of the station. The district public works officer is responsible for the design of construction projects, preparation of specifications, advertisement for bids, execution of the contract, and administration and inspection of the construction until its satisfactory completion and acceptance. CEC officers assigned to construction battalion duty command "Seabees" in the construction of airfields, piers, roads, all types of structures, and utility systems. Senior CEC officers may be assigned to Navy Department offices or to fleet commands as engineering consultants and planners or they may be assigned to U.S. missions in foreign countries to advise those nations on naval shore construction.

Officers in Noncombatant Status

By international agreements (such as the Geneva Conventions) certain personnel of the Armed Forces are declared noncombatants and are precluded from assignment to duties that are of a strictly military and combatant character. Included in this group by Navy Regulations are all personnel of the Medical, Chaplain, Dental, Medical Service, and Nurse Corps, and enlisted personnel of the Hospital Corps.

Within this general restriction, commanding officers must determine, as an administrative question, the assignment of individual personnel. Since commanding officers are constantly concerned with full utilization of each officer's services, problems of interpretation occasionally arise and are referred to the Judge Advocate General for an opinion. An example showing how the interpretation of these restrictions affects an officer's status within the occupational structure of his ship or station may be seen from JAG opinion, OP/p16-2 of 31 October 1950 regarding service of medical officers on coding boards. This opinion (citing earlier authoritative documents) asserts that coding duties are considered to be strictly of a military and combatant nature and that an officer in noncombatant status should not be assigned to such duty even in peacetime. The opinion categorizes types of duty such as service on courts-martial or boards of investigation as strictly military in nature but not affecting noncombatant status.

WARRANT AND CHIEF WARRANT OFFICERS

The warrant officer is a practical and technical specialist in a prescribed occupational area whose duties include close supervision of the enlisted personnel within that area. Within the warrant officer structure are four grades of increasing supervisory duties and broadened technical responsibility. The warrant officer (W-1) holds a warrant issued by the Secretary of the Navy. Permanent chief warrant officers (W-2, W-3, and W-4) are commissioned officers appointed by the President with the advice and consent of the Senate.

In the warrant officer program (promulgated in BUPERSINST 1120.18) all initial appointments of male members are to warrant officer, W-1 (Temporary). Women members selected are appointed to warrant officer, W-1 (Permanent).

All appointments to warrant officer status are from outstanding first class and chief petty officers (E-6 through E-9), following established patterns which provide a line of advancement for each petty officer rating into a warrant category. Current warrant officer categories, with the petty officer ratings in the normal path of advancement to them, are given in the Manual of Qualifications for Advancement, NAVPERS 18068-B, with changes; and in the Manual of Qualifications for Warrant Officers, NAVPERS 18455A.

OFFICER CLASSIFICATION SYSTEM

Within the broad categories of the line, corps, and warrant structures, naval officers and the billets they occupy are described by three major sets of occupational designations. Navy Officer Billet Classifications (NOBCs), Officer Designator Codes, and Officer Billet Designator Codes. Together these codes provide very detailed information about the officer's qualifications, experience, and status, and about the requirements of the various officer billets.

NAVY OFFICER CLASSIFICATION

During World War II, the Navy had a workable system of identifying officer qualifications, but there was no system for identifying billet requirements. Whether the Bureau of Naval Personnel or the subordinate commands were supplying the officers—whether the billets were concerned with the operation of the French telephone system, the reconstruction of the Bank of Guam, or the more conventional types of naval officer billets, ashore and afloat, it was obvious to anyone connected with personnel processing that there was need for adequate occupational information about officer billets. There was also need for keeping the information on officer qualifications current and available. Those needs still exist, intensified by the rapid technological and strategic changes of recent years.

Development of Navy Officer Classification

Occupational research was begun in response to the requirement for a structure that would adequately define the Navy's qualitative needs for officer manpower. In developing the original officer billet classification structure, the following criteria were used:

- The structure must be suitable for peacetime, semimobilization, and full mobilization conditions, to allow for its use under any shrinkage or expansion of naval occupational entities.
- The structure must be operationally feasible—not so broad that it does not allow for discrete discrimination in job requirements or officer experience, nor so narrow that differences between classifications are inconsequential in expressing manpower requirements or in officer distribution.
- The structure must be acceptable to the technical bureaus, boards, and offices.
- The classification structure must be sufficiently nontechnical to be used by military personnel relatively untrained in classification techniques.
- The classification structure must be suitable for a number of uses.

In developing the structure, occupational information was obtained by trained occupational analysts from on-location surveys, ashore and afloat. These data were then analyzed and the occupations grouped according to type. The resulting structure bore a close resemblance to the organizational structure of the Navy Department with subdivisions for operational, engineering, and service categories.

In recent years, research on the subject of officer classification has emphasized the qualifications of the individual officer and has become an important means of identifying training, education, and experience of both the Regular officer and the Reservist.

It provides the means to determine peacetime and wartime officer manpower requirements and resources in order to ensure maximum peacetime and wartime economy and effectiveness in the control, distribution, training, and assignment of officer personnel.

Navy Officer Classification Structures

There is only one Navy Officer Classification System. It consists of the various classification/code structures used in classifying officers and officer billets. Certain Navy officer classifications apply only to the billet, others only to the officer, and the remainder to both, as indicated below:

To the Billet

- Billet Designator Codes
- NOBCs
- Educational Requirement Codes
- Grade Codes
- Functional Area Codes
- AQD Codes

To the Officer

- Officer Designator Codes
- NOBCs
- Subspecialist Codes
- Grade Codes

- Special Qualification/Special Designation Codes
- Education Codes
- Language Proficiency Codes
- Service School Codes
- Aircraft Commander/NFO Designation Codes
- Instrument Rating Codes
- Pilot Category Codes
- Primary Aeronautical Designation Codes

It should be noted that, although somewhat similar language is used in describing billet designator codes and NOBCs, the coding in the NOBC describes specific types of billets and experience as distinguished from the much broader categories covered by the billet designator codes. Also, there is no numerical relationship between billet designator codes and NOBCs. For example, the billet designator 1300 applies to any billet that requires an unrestricted line officer who is a member of the aeronautical organization. Among such billets are Light Attack Pilot (NOBC 8516); Copilot, Patrol Bomber, Land-Based (NOBC 8522); All Weather Fighter Pilot (NOBC 8560), and many others.

MANUAL OF NAVY OFFICER CLASSIFICATIONS

The Manual of Navy Officer Classifications, NAVPERS 15839-B, is the principal official publication covering matters pertaining to the classification of officers and officer billets. It contains the classifications and codes which are used for identifying the qualitative requirements of officer billets and for maintaining an automated record of personnel data on each naval officer. Accordingly, it constitutes a single-source reference publication required by all ships and stations for interpreting the coded entries and established abbreviations used in such personnel reports and manpower documents as:

The Manpower Authorization (OPNAV Form 1000/2).
The Officer Data Card (ODC), NAVPERS 1301/6.
The Officer Distribution Control Report (ODCR), NAVPERS 1301/5.
The Inactive Reserve Unit Mobilization Personnel Assignment Report (UMPAR).
The Reserve Unit Personnel and Performance Report (RUPPERT), NAVPERS 1570/7.

The Manual of Navy Officer Classifications promulgates two of the Navy officer classification structures: the Navy Officer Billet Classification (NOBC) structure and the Ship and Station Code structure. In addition, other significant classification/code structures which are promulgated in BUPERS and OPNAV Directives are reprinted in the manual to facilitate the preparation and interpretation of manpower and personnel documents.

The major classification codes, in addition to the officer billet designator codes and the officer designator codes, which are used to identify billet requirements or officer qualifications and which are contained in the manual include: Navy Officer Billet Classifications (NOBCs), Ship and Station Codes, Educational Requirements Codes, Subspecialty Codes, Officer Grade Codes, Special Qualification/Special Designations Codes, Functional Area Codes, Education Codes, Language Proficiency Codes, and Service School Codes.

Appendices to the manual explain entries and items shown on Manpower Authorizations, the Officer Data Card (NAVPERS 1301/6), and the Officer Distribution Control Report (ODCR).

OFFICER DESIGNATOR CODES

The Chief of Naval Personnel assigns a designator to each officer at the time the officer is appointed in the Navy. The designator assigned reflects the types of duties the officer is qualified to perform within cognizance of the office he holds under his appointment tendered by the Secretary of the Navy.

The Navy officer designator code is a 4-digit number used to group officers by categories, for manpower and personnel accounting and administrative purposes and to identify the status of officers. Change of officer designator code can be effected only by the Chief of Naval Personnel.

The coding system contains six major groups: unrestricted line, unrestricted line—prospective staff corps, restricted line, line—limited duty, staff corps, and warrant. See figure 3-1. As used in this connection, the term "restricted line" includes officers of the line who have been designated for engineering duty, aeronautical engineering duty, and special duty. Unrestricted line, restricted line, and staff groupings apply to officers of the Regular Navy and the Naval Reserve.

First three digits of designator	
	UNRESTRICTED LINE OFFICERS
110	An unrestricted line officer
131	An unrestricted line officer who is qualified for duty involving flying heavier-than-air, or heavier and lighter-than-air type aircraft as a pilot
132	An unrestricted line officer, a member of the aeronautical organization who is a flight officer
135	An unrestricted line officer, a member of the aeronautical organization who is not a pilot or flight officer
137	An unrestricted line officer who is still in training for duty involving flying as a flight officer
139	An unrestricted line officer who is still in training for duty involving flying as a pilot
	UNRESTRICTED LINE—PROSPECTIVE STAFF CORPS OFFICERS
190	An unrestricted line officer under instruction as a prospective Nurse Corps officer
191	An unrestricted line officer under instruction as a prospective Medical Corps officer
192	An unrestricted line officer under instruction as a prospective Dental Corps officer
193	An unrestricted line officer under instruction as a prospective Medical Service Corps officer
194	An unrestricted line officer under instruction as a prospective Chaplain Corps officer
195	An unrestricted line officer under instruction as a prospective Judge Advocate General's Corps Officer
	RESTRICTED LINE OFFICERS
140	Engineering Duty (Ship Engineering)
170	Engineering Duty (Ordnance Engineering)
151	Aeronautical Engineering Duty (Aeronautical Engineering)
152	Aeronautical Engineering Duty (Aviation Maintenance)
161	Special Duty (Cryptology)
163	Special Duty (Intelligence)
164	Special Duty (Photography)
165	Special Duty (Public Affairs)

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Figure 3-1.—Officer Designator Codes.

First three digits of designator	
168*	Special Duty (General Administration)
18X**	Special Duty (Geophysics)
	LINE OFFICERS—LIMITED DUTY
600	A limited duty officer (deck)
601	A limited duty officer (operations)
615	A limited duty officer (ordnance)
616	A limited duty officer (explosive ordnance disposal)
620	A limited duty officer (administration)
623	A limited duty officer (data processing)
626	A limited duty officer (bandmaster)
630	A limited duty officer (engineering)
635	A limited duty officer (hull)
637	A limited duty officer (electrician)
640	A limited duty officer (electronics)
646	A limited duty officer (cryptology)
657	A limited duty officer (communications)
660	A limited duty officer (aviation operations)
661	A limited duty officer (aviation control)
662	A limited duty officer (air intelligence)
663	A limited duty officer (photography)
665	A limited duty officer (meteorology)
670	A limited duty officer (aviation ordnance)
680	A limited duty officer (avionics)
685	A limited duty officer (aviation maintenance)
	STAFF CORPS OFFICERS
210	A Medical Corps Officer
220	A Dental Corps Officer
230	A Medical Service Corps Officer
250	A Judge Advocate General's Corps Officer
290	A Nurse Corps Officer
310	A Supply Corps Officer
370	A limited duty officer of the Supply Corps
410	A Chaplain Corps Officer
510	A Civil Engineer Corps Officer
570	A limited duty officer of the Civil Engineer Corps
	WARRANT OFFICERS
711	Aviation Operations Technician
713	Boatswain
714	Operations Technician
716	Explosive Ordnance Disposal Technician
721	Aviation Ordnance Technician
723	Surface Ordnance Technician
724	Ordnance Control Technician
733	Underwater Ordnance Technician
734	Mine Warfare Technician

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*Approved for inactive duty Naval Reserve officers only

**Special Duty (Geophysics) officers are administratively categorized as 181-Special Duty (Meteorology) and 182-Special Duty (Oceanography/Hydrography)

52.60.2

Figure 3-1.—Officer Designator Codes—Continued.

First three digits of designator	
741	Aviation Maintenance Technician
743	Machinist
745	Aviation Control Technician
754	Electrician
757	Naval Communicator
760	Aviation Boatswain
761	Aviation Electronics Technician
762	Air Intelligence Technician
764	Communications Technician
766	Electronics Technician
774	Ship Repair Technician
782	Ship's Clerk
783	Data Processing Technician
785	Bandmaster
798	Supply Clerk
817	Medical Service Warrant
818	Dental Service Warrant
821	Aerographer
831	Photographer
849	Warrant Officer, Civil Engineer Corps

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Figure 3-1.—Officer Designator Codes—Continued.

The first three digits of the designator identify the categories in which officers are appointed and/or designated. The fourth digit used in the officer designator code identifies the status of officers within the various categories (fig.3-2).

If an unrestricted line officer of the Regular Navy is qualified for duty involving flying heavier-than-air type aircraft, his designator will be 1310. If he is a Naval Reserve officer in the same qualification category, his designator will be 1315. To take another example, a Medical Service Corps officer (temporary) whose permanent status is enlisted will have 2302 as his designator.

An officer's designator may be changed to reflect a change in the officer's status or qualifications. For example, a line officer who is not restricted in the performance of duty will initially be assigned designator code 110X. If that officer is subsequently issued a new appointment in the Supply Corps, his status change will be reflected by the assignment of designator code 310X following the acceptance of his Supply Corps commission. If, however, such officer remains a line officer but qualifies as a naval flight officer and is assigned primary duties as a naval flight officer, he will not be issued a new commission but will be assigned 132X as his designator. Further, should that officer be designated by the Secretary of the Navy for the performance of restricted line duties such as engineering duty, he will, upon the occasion of the Secretary's designation, be assigned a designator to reflect his area of specialization, such as 140X. A change in an officer's status from line to restricted line or to a staff corps, or vice versa, requires Secretarial action. The designator assigned by the Chief of Naval Personnel reflects this approved action.

When an officer is placed on the retired list, the first three digits of his designator code remain the same as before, but the fourth digit is changed to represent retired status. This means that the fourth digit becomes "3" if he is in the Regular Navy or "9" if in the Naval Reserve. If recalled to active duty, the retired officer retains the code assigned to him on retirement.

The designator is always used in official documents and correspondence, and follows the officer's file number, separated by a slant. For example, an officer of the Regular Navy designated as Engineering Duty (Ordnance Engineering) would be identified officially as "LT John R. SNEAD, USN, 445798/1700."

0—An officer of the Regular Navy whose permanent grade is ensign or above.

1—An officer of the Regular Navy whose permanent status is warrant officer.

2—A temporary officer of the Regular Navy whose permanent status is enlisted.

3—An officer of the Regular Navy who is on the retired list.

4—An officer of the Naval Reserve whose permanent status is enlisted.

5—An officer of the Naval Reserve (exceptions: Note 4th digit, 4, 6 and 7).

6—An officer of the Naval Reserve who was appointed in the Naval Reserve Integration Program from enlisted status.

7—An officer of the Naval Reserve on active duty in the TAR Program (Training and Administration of Reserves). Includes officers of the TAR Program rotated to other than TAR billets.

8—Not used.

9—An officer of the Naval Reserve who is on the retired list.

Figure 3-2.—Translation of fourth digit of officer designator code.

The officer designator codes are shown in the Navy Register and published in the Manual of Navy Officer Classifications.

BILLET DESIGNATOR CODES

Billet designator codes are 4-digit numbers used to group officer billets by administrative categories and fields of primary naval qualifications for use in manpower and personnel accounting and for administrative purposes. See figure 3-3. These codes are entered on Manpower Authorizations (OPNAV Form 1000/2) to indicate the categories of officers which are required for the billets. Billet designator codes are promulgated in OPNAVINST 1000.16B and provide a manpower management tool when used in conjunction with the officer designator code.

AQD CODES

The Additional Qualification Designation (AQD) system of coding billets is being adopted to define officer billet requirements to a more finite degree and to more closely align the billet designators with the officer designators. Initially AQD codes are to be used in association with 13XX aviation officer billet requirements (CDR and below). The AQD coding system eventually is to be expanded to include the other unrestricted line (URL) billet designators. (The term Additional Qualification Designation (AQD) replaces the previously used term "Primary Qualification in Speciality" (PQS) in order to eliminate confusion with the P-Q- and S- Subspeciality Codes.)

The Additional Qualification Designation (AQD) Codes and their relationship to the new aviation billet designators for 13XX billets (CDR and below) are listed in OPNAVINST 1000.16B. The AQD Code in sequence consists of a letter, letter, and a digit. The sequence of steps to be followed in determining the appropriate AQD for the billet(s) requested are given in OPNAVINST 1000.16B.

The first letter of an aviation AQD code is D, E, or F for Pilot. Pilot/NFO, and NFO, respectively. The second and third characters indicate the type and/or degree of specific

Unrestricted Line Billet Designators

Designator Code	Billet Code Description
1000	Unrestricted Line Officer who may be either an 11XX or 13XX officer (to be used only when directed by the Chief of Naval Operations).
1100	Unrestricted Line Officer
1120	Unrestricted Line Officer (Submarine Warfare)
1130	Unrestricted Line Officer (Special Warfare UDT/SEAL)
13XX	Unrestricted Line Officer who is a member of the Aeronautical Organization (see enclosure (5) of OPNAVINST 1000.16B for explanation of the use of AQD codes with 13XX billet designators). The 13XX billet designator is further subdivided as follows:
1300	Pilot/NFO Non-seat factor (NSF) billet. (Flag, CAPT and CDR billets only)
1301	Pilot/NFO Seat Factor (SF) billet. (CAPT, CDR and LCDR billets as assigned by OPNAV)
1310	Pilot NSF billet (LTJG-CDR billets only).
1311	Pilot SF billet (LTJG-CDR billets only).
1320	NFO NSF billet (LTJG-CDR billets only).
1321	NFO SF billet (LTJG-CDR billets only).
1370	NFO Flight Training billet (ENS-LCDR billets only).
1390	Pilot Flight Training billet (ENS-LCDR billets only).

Restricted Line Billet Designators

Designator Code	Billet Code Description
1400	Engineering Duty Officer (Ship Engineering) (EDO)
1510	Aeronautical Engineering Duty Officer (Aeronautical Engineering) (AEDO)
1520	Aeronautical Engineering Duty Officer (Aviation Maintenance) (AMDO)
1610	Special Duty Officer (Cryptology)
1630	Special Duty Officer (Intelligence)
1650	Special Duty Officer (Public Affairs) (PAO)
1680	Special Duty Officer (General Administration/Management) (Assigned only to mobilization billets in columns 26-31 MDI-M+12. Officers with a 1685 designator in the Inactive Reserve may be expected to fill these billets in the event of mobilization.)
1700	Engineering Duty Officer (Ordnance Engineering) (OEDO)
1810	Special Duty Officer (Meteorology)
1820	Special Duty Officer (Oceanography/Hydrography)

Staff Billet Designators

Designator Code	Billet Code Description
1900	Nurse Corps Student
1910	Medical Corps Student
1920	Dental Corps Student
2100	Medical Corps Officer
2200	Dental Corps Officer

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Figure 3-3.—Officer Billet Designator Codes.

Staff Billet Designators—Continued

Designator Code	Billet Code Description
2300	Medical Service Corps Officer
2500	Judge Advocate General's Corps Officer
2900	Nurse Corps Officer
3100	Supply Corps Officer
4100	Chaplain Corps Officer
5100	Civil Engineer Corps Officer

Limited Duty Billet Designators

Designator Code	Billet Code Description
3700	Supply Corps
5700	Civil Engineer Corps
6000	Deck
6010	Operations
6150	Ordnance
6160	Explosive Ordnance Disposal
6200	Administration
6230	Data Processing
6260	Band Master
6300	Engineering
6350	Hull
6370	Electrician
6400	Electronics
6460	Cryptology
6570	Communications
6600	Aviation Operations
6610	Aviation Control
6620	Air Intelligence
6630	Photography
6650	Meteorology
6700	Aviation Ordnance
6800	Avionics
6850	Aviation Maintenance

Warrant Billet Designators

Designator Code	Billet Code Description
7130	Boatswain
7140	Operations Technician
7160	Explosive Ordnance Disposal Technician
7210	Aviation Ordnance Technician
7230	Surface Ordnance Technician
7240	Ordnance Control Technician
7330	Underwater Ordnance Technician
7410	Aviation Maintenance Technician
7430	Machinist
7450	Aviation Control Technician
7540	Electrician
7570	Naval Communicator
7600	Aviation Boatswain
7610	Aviation Electronics Technician
7620	Air Intelligence Technician
7640	Communication Technician
7660	Electronics Technician
7740	Ship Repair Technician
7820	Ships Clerk
7830	Data Processing Technician
7850	Band Master
7980	Supply Clerk
8210	Aerographer
8310	Photographer
8490	Civil Engineer Corps

Figure 3-3.—Officer Billet Designator Codes—continued. 52.62.2

qualification required (i.e. jet aircraft, propeller aircraft, helicopter).

Some examples are:

- A 1311 (new designator) billet with an AQD Code of DC2 indicates a seat factor (SF) requirement for a pilot (D), qualified in an RF-8 type aircraft (C2).
- An AQD Code of FZ3 paired with a 1320 designator (new) indicates a NSF requirement for a Naval Flight Officer (F), qualified in ANY aircraft (Z3).
- A 1301 (new designator) billet with an AQD Code of EC1 indicates a SF requirement for either a pilot or a NFO (E), qualified in an RA-5 aircraft. (When an E is indicated in the first position, the type aircraft qualification rather than the type of NFO, is to be indicated in the second and third character positions.)

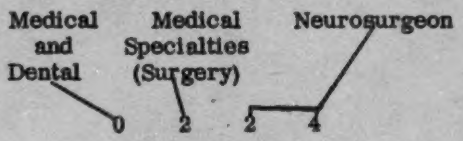
In selecting an AQD Code for entry on the Manpower Authorization Request, OPNAV Form 1000/4A (discussed in chapter 6), the second and third characters of the code should be selected to most nearly reflect the additional qualifications desired of the incumbent for optimum performance of the billet duties implied in the billet title and NOBC(s). The full AQD code is entered in the upper half of block 11 on the OPNAV Form 1000/4A.

NAVY OFFICER BILLET CLASSIFICATIONS

NOBCs are elements of a code structure within the Navy officer classification system which identify and describe officer billet requirements and officer occupational qualifications acquired through experience or through a combination of experience and education. The NOBC structure is arranged by naval fields with occupational groups within each field. Each group consists of a number of related billet classifications. The NOBC occupational fields and groups are outlined in figure 3-4.

Each NOBC consists of a numerical code, title, short title (for machine printout in automatic data processing), (e.g., 0224, Neurosurgeon, Neurosgn) and a definition consisting of a scope sentence and several representative functions of the billet.

The code consists of four digits. The first digit represents the field, the second the group within the field, and the third and fourth digits indicate the specific billet classification within the group. The code from the aforementioned example is broken down as follows:



The titles and definitions are based on billet titles and duties as they are generally known throughout the Navy. Where existing billet titles reflect purely local conditions or organization, they have been absorbed into broader classifications with Navywide applicability.

Following the definition of each NOBC, additional information is furnished as follows:

- Related NOBC's—alternate code sources to be searched in the selection of officers to fill mobilization billets.
- Related D. O. T.—code and title of the corresponding civilian occupation as listed in Volume II of the Dictionary of Occupational Titles (D. O. T.) published by the U. S. Department of Labor.
- DOD Group—the DOD Officer Occupational Conversion Table group in which the NOBC is listed.

An NOBC identifies a group of officer billets that are similar, but not necessarily identical, in scope and in nature of duties. When used to identify a billet, an NOBC is a general statement of duties performed to accomplish some part of the activity's mission. When used in officer classification, an NOBC reflects qualifications acquired as a result of performance in a billet or, in some instances, a combination of experience and education related to the billet's requirements. Assignment of a classification does not necessarily indicate that the billet consists of, or the officer has experience in, all of the duties listed.

SHIP AND STATION CODES

Ship and station codes serve to identify the types of activities where experience and qualifications (identified by an NOBC) were acquired by naval officers. A 2-digit numerical code identifies broad categories of ships and stations (e.g., 21 Cruiser, Heavy; 22 Cruiser, Light; 81, Naval Shipyards). Specific types within each broad category are further identified by adding an

FIELDS

0000-0999 MEDICAL AND DENTAL	1000-1999 SUPPLY AND FISCAL	2000-2999 SCIENCES AND SERVICES	3000-3999 PERSONNEL	4000-4999 FACILITIES ENGINEERING	5000-5999 ELECTRONICS ENGINEERING	6000-6999 WEAPONS ENGINEERING	7000-7999 NAVAL ENGINEERING	8000-8999 AVIATION	9000-9999 NAVAL OPERATIONS

GROUPS

0000-0099 GENERAL MEDICINE	1000-1099 FISCAL	2000-2099 PHYSICAL AND NATURAL SCIENCES	3000-3099 RECRUITMENT AND SELECTION	4000-4099	5000-5099	6000-6099 AMMUNITION AND EXPLOSIVES	7000-7099 ELECTRICAL	8000-8099 AV. ENG. (DESIGN AND ACCEPTANCE)	9000-9099 STAFF AND FLEET COMMAND
0100-0199	1100-1199 SUBSISTENCE AND FOOD SERVICE	2100-2199 NAVAL SCIENCE	3100-3199 CLASSIFICATION AND DISTRIBUTION	4100-4199	5100-5199	6100-6199	7100-7199 HULL	8100-8199 AV. ENG. (MAINTENANCE AND REWORK)	9100-9199
0200-0299 MEDICAL SPECIALTIES (SURGERY)	1200-1299 TRANSPORTATION	2200-2299 SOCIAL SCIENCES	3200-3299 GENERAL TRAINING	4200-4299 SHORE FACILITIES ENGINEERING	5200-5299	6200-6299 GUIDED MISSILES	7200-7299 MACHINERY	8200-8299	9200-9299 SHIPBOARD OPERATIONS AND WEAPONS
0300-0399 GENERAL DENTAL	1300-1399 MATERIAL DISTRIBUTION	2300-2399 OCEANOGRAPHY/ HYDROGRAPHY	3300-3399	4300-4399 NAVAL CONSTRUCTION FORCES	5300-5399	6300-6399 WEAPONS EQUIPMENT	7300-7399 MATERIAL	8300-8399	9300-9399 ENGINEERING OPERATIONS
0400-0499	1400-1499 PROCUREMENT	2400-2499 PUBLIC AFFAIRS	3400-3499 PERFORMANCE	4400-4499	5400-5499	6400-6499 WEAPONS CONTROL	7400-7499 PRODUCTION ENGINEERING	8400-8499	9400-9499 SHORE OPERATIONS
0500-0599 DENTAL SPECIALTIES	1500-1599 INVENTORY CONTROL	2500-2599 LEGAL	3500-3599 WELFARE	4500-4599	5500-5599	6500-6599 UNDERSEA WEAPONS	7500-7599	8500-8599 FLIGHT	9500-9599 COMMUNICATIONS
0600-0699 MEDICAL SPECIALTIES (MEDICINE)	1600-1699	2600-2699 MANAGEMENT AND ADMIN. SERVICES	3600-3699	4600-4699	5600-5699	6600-6699	7600-7699	8600-8699 GROUND OPERATIONS	9600-9699 INTELLIGENCE
0700-0799 MEDICAL SPECIALTIES (MEDICINE)	1700-1799	2700-2799 SECURITY AND POLICE	3700-3799 CHAPLAIN	4700-4799 NUCLEAR SHORE SYSTEMS	5700-5799 TRAINING DEVICES	6700-6799 WEAPONS MATERIAL AND PROGRAMS	7700-7799	8700-8799 METEOROLOGY	9700-9799 AUTOMATIC DATA PROCESSING
0800-0899 MEDICAL SERVICES	1800-1899	2800-2899 GRAPHIC ARTS	3800-3899	4800-4899	5800-5899	6800-6899	7800-7899	8800-8899 PHOTOGRAPHY	9800-9899
0900-0999 NURSING	1900-1999 GENERAL	2900-2999	3900-3999 GENERAL	4900-4999	5900-5999 GENERAL	6900-6999 GENERAL	7900-7999 GENERAL	8900-8999 GENERAL	9900-9999 GENERAL

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Figure 3-4.—Occupational fields and groups of Navy officer billet classifications (NOBC-codes).

alphabetical symbol to the numerical code (e.g., 81B, Navy Shipbuilding Scheduling Activity).

EDUCATIONAL REQUIREMENTS CODES AND SUBSPECIALIST CODES

The educational requirements codes are used in the manpower authorizations for identifying officer billets which should be occupied by incumbents who have completed graduate level, baccalaureate or other specialized education in specifically designated areas of interest to the Navy or have had prior experience in certain of those areas. These codes are promulgated in OPNAVINST 1211.6C. They consist of four digits and a 1-letter suffix. The four digits identify the broad area of naval endeavor and the specific education and/or experience required within the broad area. The 1-letter suffix (D, P, B, S, or Q) indicates the level of qualification in the broad area desired of the incumbent. In general, the significance of each suffix is the same as that for the corresponding subspecialty code.

The definitions of the subspecialty codes for officer billets are as follows:

D-code.—Assigned to those billets to which it is essential to assign officers with a Doctoral level education for optimum performance of duty.

P-code.—Assigned to those billets to which it is essential to assign officers with a Master's level education for optimum performance of duty.

B-code.—Assigned to those billets where all criteria for D- or P- coding are met but the supply of D- or P- coded officers is presently inadequate to meet the requirements. B-coding identifies the requirement for officers educated at the Master's level or beyond but places the billets in a priority sequence such that all D- or P- coded billets, as appropriate, are to be filled before D- or P- coded officers are assigned to B-coded billets.

S-code.—Assigned to those billets to which it is essential to assign officers with specialized experience or training or with a level of education less than the Master's level for optimum performance of duty.

Q-code.—Assigned to those billets which provide the required training or experience to qualify an officer for an S-code.

Billets written for Flag Officers are not assigned subspecialty codes.

(It should be noted that the word "level" does not always imply a requirement for a degree, but rather that a commensurate education at the level specified is essential for optimum performance of duty. "Essential for optimum performance of duty" as used here means "cost effective." This means that it is in the best interest of the Navy regularly to fill a billet with an incumbent who has the appropriate subspecialty because this measure of quality and degree of expertise is necessary to exploit fully the capability of that billet to enhance unit effectiveness.)

Subspecialist codes are entered in the automated record of those naval officers who are qualified or partially qualified in subspecialty areas. Subspecialty is defined as a significant qualification in a particular field of naval endeavor other than naval warfare and command at sea obtained through graduate or baccalaureate level education, functional training, practical experience, or combination thereof. The Chief of Naval Personnel establishes the criteria used in determining those who qualify as subspecialists and the codes by which they will be identified in the officer automated record. These qualifying criteria, and the identifying codes are published in the Manual of Navy Officer Classification. The codes consist of four digits and a 1-letter suffix (D, P, S, or Q). The 4-digit element corresponds to the four digits of the educational requirements codes (e.g., 9111 which identifies the billet, Material Support Management (Business Administration), and the identical subspecialty) while the suffix identifies the level of the officer's qualification.

OFFICER GRADE CODES

In personnel and manpower automated files and in documents produced from those files, the grades of officers and the officer grades allowed in billets are identified by a 1-letter alphabetic code. The codes and the officer grades they identify are listed below.

A	Fleet Admiral
B*	Admiral *(In the identification of grades allowed in billets, "B" indicates Flag Officer).
C	Vice Admiral
D	Rear Admiral (Upper Half)
E	Rear Admiral (Lower Half)
F	Commodore
G	Captain
H	Commander
I	Lieutenant Commander
J	Lieutenant
K	Lieutenant (junior grade)
L	Ensign
M	Chief Warrant Officer—4
N	Chief Warrant Officer—3
O	Chief Warrant Officer—2
P	Warrant Officer—1

SQ/SD CODES

The Special Qualifications/Special Designations (SQ/SD) Codes, consisting of three digits, are used for recording certain achievements requiring certification by competent authority. For example, many officers serve in destroyer billets and the experience is identified by a Navy Officer Billet Classification (NOBC). However, eligibility for the special designation "Qualified for Command of Destroyers" is determined by destroyer qualification boards and, upon approval, a letter of certification is issued by the Chief of Naval Personnel. The certification results in the recording of the appropriate SQ/SD code in the automated record. Classifications in the SQ/SD system are limited to items of information for which there is a current requirement in BUPERS automated reports (such as the Surface Warfare Officer designation). Examples of SQ/SD Codes are shown in figure 3-5.

FUNCTIONAL AREA CODES

Functional area codes (FAC) are used in the Manpower Authorizations to modify billets in view of certain manpower controls or utilization considerations. Such billets are identified by a single-letter code. For example, the letter "A" in the FAC column of the Manpower Authorization indicates a billet which must be filled by a person on active duty at the time of mobilization. Functional area codes are promulgated in OPNAVINST 1000. 16B and published in the Manual of Navy Officer Classifications.

EDUCATION, LANGUAGE, AND SERVICE SCHOOL CODES

Education, language, and service school codes provide information concerning the education, foreign language ability, and service school courses of naval officers. Complete information on these codes is published in the Manual of Navy Officer Classifications.

Education Codes

Education codes are used in recording educational achievement of naval officers. Education in two major fields of study may be recorded for each officer on active duty. If he has a baccalaureate degree(s) and/or graduate study in more than two fields, an exception indicator is recorded.

For officers on inactive duty, only the major field representing the highest level of achievement is recorded. If there are two fields at the same level, the most recent is recorded, except that Navy-sponsored study takes precedence over other study at the same level.

A code assigned to reflect educational achievement has seven integral parts:

1. Name of School—maximum of ten alphabet characters to indicate name of school attended.

2. Number of Months—two digits used to indicate the duration of the course for Navy-sponsored postgraduate courses only.

3. Year Completed—two digits used to indicate the year degree was awarded or the last year of attendance.

4. Sponsor—1-character alphabet code used to identify Navy-sponsored postgraduate or certain advanced courses, or specialized programs (N—Navy-sponsored; E—Navy Enlisted Scientific Education Program; A—Immediate Graduate Education Program; B—Junior Line Officer Advanced Scientific Educational Program; if none of these, sponsor code is blank).

5. Level—1-digit code used to reflect the level of educational achievement. There are ten separate levels ranging from less than high school (Code 0) to the doctoral degree (Code 9).

6. Major Field of Study—2-digit code used to reflect the major field of study, if the officer's record indicates more than 2 years of college credit.

7. Specialization Within Major Field—2-character numerical or alphabet code appended to the major code identifies a specialty within the major field of study. Specialty codes are used primarily to record Navy sponsored postgraduate courses and to indicate specialties of the Navy Nurse Corps.

Language Codes

Proficiency in certain languages is recorded for use in automatic data processing. Proficiency in two foreign languages or language groups can be recorded for each officer. When proficiency exists in more than two languages or language groups, an exception indicator is carried in the automated record.

Each language or language group is recorded using an abbreviation, followed by a letter or numerical code to indicate level of proficiency.

SPECIAL QUALIFICATIONS/SPECIAL DESIGNATIONS CODES (SQ/SD CODES)

CODE	TITLE		ADP TITLE
Surface (000-199)			
001	Qualified for Command of Submarines		SS CMD
002	Qualified in Submarines (SS) (Active/Inactive Officers)		SS QUAL IN
003	Qualified for Assignment to Submarine Duty (SG) (Inactive Officers)		SS ASGN TO
004	Screened and Qualified for Submarine Training (SP) (Inactive Officers)		SS TRAIN
005	Submarine Qualified (Enlisted)		SS ENLIST
006	Ship's Sonar Officer, Submarines (General)		SS SON GEN
007	Ship's Sonar Officer, Submarines (BQQ2)		SS SONBQQ2
009	Submarine Service (Current Participant other than Nuclear Propulsion Operator (SS) and Nuclear Ship Engineer (SS))		SS SRVCURR
010	Nuclear Propulsion Operator, Surface		NUPROPSURF
011	Nuclear Propulsion Operator, Submarine		NUPROP SS
012	Nuclear Power (Enlisted)		NUCPWR ENL
013	Nuclear Ship Engineer, Surface		NU ENG SUR
014	Nuclear Ship Engineer, Submarine		NU ENG SS
015	Deep Submergence Vehicle Operator		DSV OPER
016	Limited Duty Officer and Warrant Officer Nuclear Power Operator		LD/WO NUOP
020	Surface Warfare Officer		SURF WF
021	Officer of the Deck Underway		OOD (U)
022	Command Duty Officer Underway (supersedes 021)		CDO (U)
025	Diving Officer (General)		DIVING GEN
026	Diving Officer, Deep Sea (HeO_2)		DPSEA HEO2
027	Diving Officer, Ship Salvage		DIVING SVG
028	Ship Salvage Operations Officer		S SLVG OPS
029	Qualified to Command Destroyer Types		CMD DD
030	Qualified Beachjumper		BEACHJUMPR
031	Explosive Ordnance Disposal Officer		EOD OFFICR
032	Electronic Warfare Officer		ELEX WF
033	Surface Missile Systems Officer		SURFMISSYS
035	Oceanographic Research Officer		OCEAN RSCH
036	Air/Ground Sensor Readout Specialist		AGSENSPEC
037	Underwater Demolition Team Officer		UDT
038	Underwater Demolition Team Officer, SEAL		UDT SEAL
Aviation (200-399)			
200	Designated Naval Aviator		DSN NAV AV
205	Pilot Experience (one code only—the most significant, which is normally the most recent)	Reconnaissance Attack	PLT EXP AR
206		Heavy Attack	PLT EXP AH
207		Fighter-Jet	PLT EXP FJ
208		Attack-Jet	PLT EXP AJ
209		Attack-Prop	PLT EXP AP
210		Heavy-Photo	PLT EXP AF
211		Light-Photo	PLT EXP FF
212		Composite-Jet	PLT EXP CJ

Figure 3-5.—Examples of SQ/SD Codes.

Aviation (200-399)—Continued

CODE	TITLE	ADP TITLE
213	Composite-Prop	PLT EXP CP
214	Airborne Early Warning	PLT EXT VW
215	Air Reconnaissance-Jet	PLT EXP QJ
216	Air Reconnaissance-Prop	PLT EXP QP
217	Patrol-Land	PLT EXP PL

Figure 3-5.—Examples of SQ/SD Codes—Continued.

Service School Codes

Courses are identified by a 3-digit code. The course code, duration in weeks, and the month and year of completion are recorded. Completion of a maximum of five service schools is recorded for each officer in automated records.

APPLICATION OF CLASSIFICATION STRUCTURES

Qualitative requirements for officer billets are identified on Manpower Authorizations and on Officer Distribution Control Reports (ODCR), NAVPERS 1301/5, by designator, grade, descriptive billet title, billet classification code (NOBC), and, when appropriate, by an educational requirement code. In cases where a single NOBC in combination with other information provided does not describe a billet adequately, a second NOBC may be used to complete the description. For example, a billet for instructor in photography may be coded 3250/8853, with NOBC 3250 representing Instructor, Technical and NOBC 8853 representing Photographic Officer.

Billets which differ in degree of authority or responsibility but not in the essential duties performed are identified by the same NOBC, the allowed grade indicating the difference. For example, the billets of all commanding officers afloat are identified by NOBC 9222 and the billets of all commanding officers of naval shore activities are identified by NOBC 9421. Similarly, principal billets and assistant billets are identified by the same NOBC; e.g., operations officers and assistant operations officers at aviation shore activities are all identified by NOBC 8668.

Qualifications of naval officers that are significant for distribution purposes are recorded in terms of a number of classification structures including: designator, grade, NOBC codes, ship and station codes, SQ/SD codes, subspecialist codes, service school codes, and flight data codes (used internally by BUPERS). Qualification codes are maintained in BUPERS automated master records for each officer and are utilized in numerous reports including the Officer Data Card, NAVPERS 1301/6. An NOBC code for an active duty officer is automatically transferred to the officer's record when he is assigned to a billet identified in the ODCR by that NOBC. However, the code is removed if assignment to the billet is for a period of less than 5 months. Other codes are added, and codes are deleted only after careful analysis of qualification documents in the officer record.

For inactive officers, the addition and deletion of codes is based on the analysis of qualification records maintained by the Naval Reserve Manpower Center, Bainbridge, Maryland.

Instructions for the preparation, verification, and correction of the Officer Data Card are given in BUPERSINST 1301.34.

SUMMARY

Service in the Navy or employment by the Navy is not in itself an occupation; it simply denotes that the person concerned is engaged in one of a wide range of occupations required for accomplishment of Navy missions. Understanding of this elaborate occupational structure, and of the procedures by which personnel for it are selected, trained, and developed, is basic to successful management of naval personnel.

Information about qualifications of personnel and requirements of billets is provided by classification processes. Description of the tasks to be performed and the aptitudes and training required for their performance is furnished by occupational analysis. The qualifications, aptitudes, and interests of available personnel are determined and described by personnel measurement. When the results of these two classification functions are placed in juxtaposition, they are ready for use in distribution, assignment, and other aspects of personnel management.

Officers are classified first as line officers, members of the various staff corps, or warrant or chief warrant officers. Within these broad categories, individual officers and officer billets are described by grade, by specific types of duty, and by special qualifications the officer possesses or the billet requires.

Officer qualifications and billet requirements are coded by three major systems, officer designators, billet designators, and the Navy officer billet classifications (NOBC). The officer designator code system is promulgated in BUPERS Directives, and NOBCs in the *Manual of Navy Officer Classifications*, NAVPERS 15839B. The billet designator code system is promulgated by OPNAVINST 1000.16B.

The Chief of Naval Personnel maintains an automated record of essential information for each naval officer. These records constitute a central data bank from which information is extracted for use in manpower management. The *Manual of Navy Officer Classifications* serves as a single-source publication which contains the Navy officer classification and code structures required by all ships and stations for interpreting the coded entries in personnel reports and manpower documents.

CHAPTER 4

ENLISTED OCCUPATIONS AND CLASSIFICATION

Even before the day of modern technology, the nature of naval activities and assignments placed a high value on certain occupational skills. These skills have come to include not only those necessary to operate and fight the ship but many others required for the well-being and comfort of the crew and for maintenance and repair of the ship and her equipment. Modern technology has, of course, greatly increased the need for specialists and technicians of many sorts. At the same time, the number of men who can be accommodated on shipboard always has definite limitations. Of necessity, development of individual skills is emphasized, parallel with training in the team operations which also are a vital aspect of Navy life.

A major problem in enlisted manpower utilization, and one that has been increased manifold by the size of the modern Navy, is ensuring that men are assigned where they can make their most effective contribution. This means especially that each man's individual skills must be described in generally understood terms and that this information be readily available. It also means that billets must be accurately described to indicate qualifications required. Without the matching of these two types of information, the Navy could train sufficient men in all the necessary skills and still not be able to find them when they are needed. Through the development and refinement of its traditional rating structure and by the more recent development of Navy enlisted classifications (NECs) for special skills, the description of men's qualifications can now be kept current. Occupational analysis is called upon to describe requirements, and the modern automated manpower information system provides the communication to bring man and job together.

NATURE OF ENLISTED OCCUPATIONS

As a recruit, the Navy enlisted man or woman learns that advancement in pay grade is an orderly process of meeting specific requirements. The skills to be developed and the areas of knowledge to be acquired are clearly spelled out in advancement standards—which are divided into two groups: "military standards" and "occupational standards." Both types of standards are applicable to enlisted personnel of all grades.

MILITARY STANDARDS are those generally applicable qualifications (knowledge and practical factors) which specify the skills and knowledges that all enlisted personnel are expected to demonstrate as a minimum for advancement to specific pay grades, in addition to the occupational standards for general rates and ratings. They apply to all personnel at the specified pay grade except where specific limitations are indicated. In the main, these qualifications are made necessary by two factors—the basic requirements of duty at sea and the requirements of duty in an armed force. Thus, for example, all Navy men must know certain elements of seamanship, and must be prepared to assume battle station duties. Both men and women must learn the general orders for a sentry, must be able to stand a security watch, and must possess certain skills and knowledge requisite to their own protection and survival. Certain other qualifications, mainly in clerical and administrative duties, have been added to the strictly military and sea-going requirements because knowledge of them has been found valuable for all enlisted personnel regardless of occupational specialty.

OCCUPATIONAL STANDARDS are those qualifications that specify the skills and knowledges which apply to enlisted personnel as a minimum for advancement in a specific general rate or rating in addition to the military standards. They are related to individual naval occupations and are enumerated in detail for each rating and each level within the rating. Occupational standards are divided into practical and knowledge factors and are presented as individual qualification items.

Both of these types of qualifications are listed in the Manual of Qualifications for Advancement, NAVPERS 18068, referred to as the "Quals Manual." The Quals Manual provides the standard source of occupational information as expressed in minimum requirements and reflects occupational changes affecting all Navy ratings and general rates. In addition to containing information on military and occupational standards for advancement, it contains:

- Performance test instructions.
- Criteria for establishing ratings.
- Planned schedules for the distribution of revised standards.
- Effective dates of standards for advancement examination purposes.
- Concepts and principles of advancement standards.
- Table of Navy-Civilian Occupational Relationships.
- Special physical requirements for specific ratings.
- Path of Progression charts.

Together the military standards and occupational standards prepare the Navy man for his three main types of duties, battle station duties, watch duties, and occupational duties.

BATTLE STATION DUTIES provide for the accomplishment of the naval unit's combat mission. They are the most important from the perspective of the Navy man's basic profession, that of a fighting man.

WATCH DUTIES are the result of the 24-hour, 7-days-a-week duty requirements of naval operations, management, and security.

Since assignment to battle stations and watch duties is made only in the ship or station to which the individual has been detailed, these duties are not set forth as such in the Navy's enlisted occupational classification structure. They appear only under such ratings as Quartermaster or Radarman in which the occupational duties are also those performed at battle and watch stations. The skills and knowledge that watch duties require are, however, embodied in the military qualifications.

OCCUPATIONAL DUTIES are duties performed in the day-to-day operation of a ship or station or in provision of service to the ship or station or to the personnel on board. Requirements for personnel to perform these duties are determined for conditional manning and operational manning (these terms were evolved to replace the concepts formerly conveyed by the terms allowances and complements, respectively) and form the basis for such functions as training, classification, distribution, and detailing. Personnel and requirements are systematically identified first by ratings and rates, which represent major occupational areas and degrees of skill within those areas. Where the rating structure alone does not provide sufficient identification, it is supplemented by the Navy Enlisted Classification (NEC) codes.

ENLISTED RATING STRUCTURE

The Navy of the United Colonies of 1775 offered 11 different types of work above the ordinary seaman level. The titles—captain's clerk, sailmaker, gunner's mate, et cetera—were carried by the individuals and thus automatically became the petty officer ratings. Since crews were taken directly from civilian life and enlisted only for the duration of a cruise, the job at hand rather than career possibilities was the primary consideration.

It was 1885 before the first system of occupational grouping of the type in use today was devised for enlisted personnel. The next year a scale of pay grades extending from third class seaman to first class petty officer was adopted. Enlisted personnel were grouped occupationally into three general classes according to the TYPE of work done: seaman, special, and artificer. Among the relatively few ratings of the day were the following: engineer force petty officer, ship's corporal or master at arms (at that time the only petty officer with chief status), schoolmaster, sailmaker's mate, and apothecary.

DEVELOPMENT

Until World War II, the rating structure grew gradually. With it emerged a definite pattern of training, both on the job and in schools, leading to advancement and increasingly independent responsibility. Training schools and textbooks were aligned with the duties of specific occupations, and a man was required to pass an examination which included his specialty as well as his general military knowledge before he could be advanced. These examinations, prepared aboard a ship or station, were the forerunners of the present Navy-wide examination system.

It is interesting to note that while a man advanced in pay as he advanced occupationally, under this earlier system some ratings received higher basic pay than others. Among those receiving higher basic pay were Machinist's Mates, Shipfitters, Electricians, and Ship's Cooks.

World War II brought rapid expansion in the size of the Navy and in the complexity of its occupational skills. Wartime conditions did not permit general reorganization of the rating structure, but many old ratings were split to allow for new and more specialized skills. In addition, large numbers of specialist ratings, such as Classification Interviewer, Training Specialist, and Engineering Draftsman, were established to designate civilian occupations that were brought into the Navy at that time. By the end of the war, the rating structure had undergone so many individual alterations that it was badly in need of complete reorganization.

MANUAL OF QUALIFICATIONS

In September 1945 the Navy launched studies directed toward finding a more orderly, scientific system which would serve both peacetime and wartime needs. The resulting rate, rating and warrant structure established in 1947, was implemented by the Manual of Qualifications for Advancement in Rating. (The phrase "In Rating" was dropped from the title in 1969.) It was the product of intensive research by the Bureau of Naval Personnel, of numerous conferences with representatives of the various Navy bureaus and offices, and of recommendations submitted by fleet and training commands. This research continued, and in 1957 a new rating structure was established, designed to provide (1) a completely integrated system applicable to both peacetime and wartime, undergoing no basic change in structure during mobilization, and (2) a structure which permits specialization in the lower pay grades where necessary but requires the petty officer to broaden his area of subject matter as he advances to the senior pay grades.

TYPES OF RATINGS

The concept of the broadly trained and qualified petty officer is retained in the new rating structure and, at the same time, effective manpower utilization is ensured by providing desirable specialization in the lower pay grades of certain ratings. Under this system the pattern both for the Regular Navy and for the Naval Reserve consists of general ratings, service ratings, emergency ratings, and general rates.

General Ratings

General ratings are broad occupational fields, encompassing similar duties and functions, which require related patterns of aptitudes and qualifications, and which provide paths of advancement for career development. These ratings identify personnel from pay grade E-4 through E-9. General ratings provide the primary means of identifying billet requirements and personnel qualifications and are provided with distinctive rating badges. (See appendix I.) There are two types of general ratings, those with no subspecialties or service ratings and those with service ratings. Boatswain's Mate is an example of a general rating that contains no service rating.

In order to provide for progressively higher levels and scopes of authority and responsibility, general ratings may be combined ("compressed") at the E-8 or E-9 level, where occupational content is similar, to form broader occupational fields. An example of this compression is that both Senior Chief Instrumentman and Senior Chief Opticalman advance to Master Chief Precision Instrumentman, acquiring broad knowledge of both subject areas. Such rating combinations result in fewer general ratings at the E-8 level and fewer still at the E-9 level. Where general ratings are combined, men continue to wear the rating identification which they wore at E-7; for example, the Master Chief Precision Instrumentman who advanced from Opticalman continues to wear the Opticalman insigne.

Service Ratings

Service ratings are subdivisions of certain general ratings which, by delineating specific areas of qualifications, provide for required specialization in training and utilization of personnel. The rating badge of a service rating is the same as that of the associated general rating. Electronics Technician is a general rating, but within its scope it contains two service ratings, Electronics Technician, Communications (N); and Electronics Technician, Radar (R) at the E-4 and E-5 pay grades. At the E-6 level, both must qualify for the general rating.

The service rating, initially developed to satisfy the requirement for optimum utilization of minimally trained personnel at lower pay grades, is sometimes needed at higher pay grades. It may, therefore, be established at any pay grade up to E-9 as the needs of the service dictate. However, the concept of broad knowledge at the higher levels of the Navy's ratings is the rule, and specialization at the higher pay grades is the exception.

Emergency Ratings

Emergency ratings identify occupational fields, encompassing civilian-acquired skills or qualifications which are not required to be identified by rating in the peacetime Navy but which require identification in wartime. At present, all emergency ratings, except Telecomm Censorship Technician (ESK), have been disestablished.

General Rates

General rates are the general apprenticeships, applicable to pay grades E-1, E-2, and E-3, which provide paths of approach to the various ratings. Within these apprenticeships, enlisted personnel receive their recruit training and initial technical training in preparation for advancement to petty officer status. The seven general rates are identified at the E-3 level as follows:

- Airman
- Constructionman
- Dentalman
- Fireman
- Hospitalman
- Seaman
- Stewardsman

The E-1 level is identified by using the word "recruit" with the general rate; the E-2 level by using the word "apprentice."

Most persons enlisted in pay grade E-1 are identified as Seaman Recruits, with the exception of a small percentage authorized at this level to wear the color or the striker symbol of the group into which they expect to advance at the E-2 level.

RATING GROUPS

The ratings have been organized into 12 occupational groups. These groups are: I, Deck; II, Ordnance; III, Electronics; IV, Precision Equipment; V, Administrative and Clerical; VI, Miscellaneous; VII, Engineering and Hull; VIII, Construction; IX, Aviation; X, Medical; XI, Dental; and XII, Steward. Appendix I lists the general ratings by groups and gives the symbol for each and a brief description of the duties.

PAY GRADES

Pay grades are the levels established by legislation for pay and allowance purposes. The enlisted rating structure incorporates the enlisted pay grades in a manner which directly relates pay grades to ratings, thus establishing a firm path of advancement throughout the rating range. The following table indicates the general relationship of pay grades to rating structure:

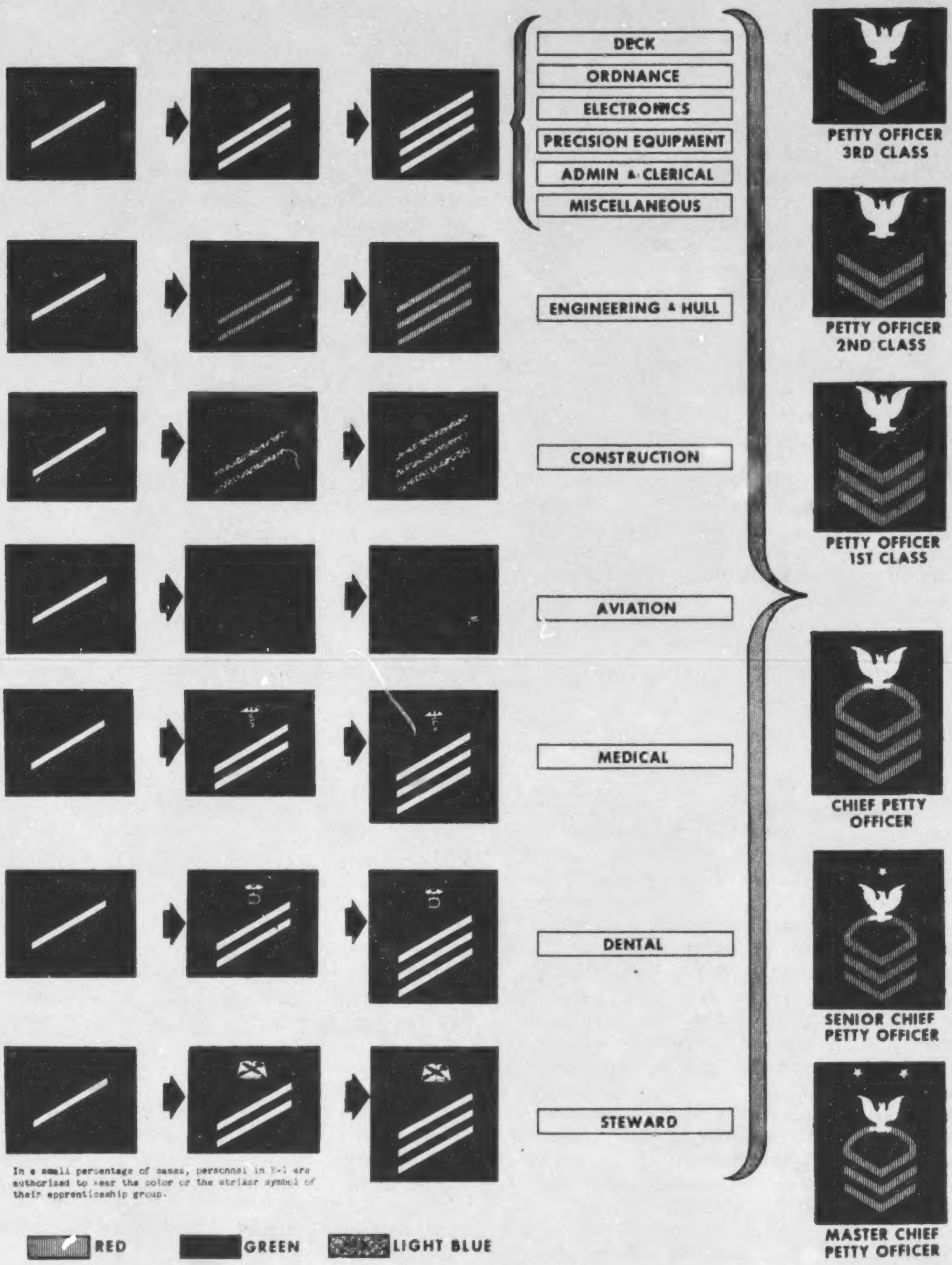
Pay Grade	Rate
E-1	Seaman Recruit and the other recruit groups
E-2	Seaman Apprentice and the other apprentice groups
E-3	Seaman and the other groups
E-4	Third Class Petty Officer of any rating
E-5	Second Class Petty Officer of any rating
E-6	First Class Petty Officer of any rating
E-7	Chief Petty Officer of any rating
E-8	Senior Chief Petty Officer of any rating
E-9	Master Chief Petty Officer of any rating

See figure 4-1 for the insignia designating the various enlisted grades.

PAY GRADES AND RESPONSIBILITY

Responsibility increases with advancement to a higher pay grade. The advancement standards (given in the Quals Manual) are based on general responsibility levels.

Qualifications (quals) are based on general responsibility levels but are designed to be flexible. A qualification is graded at the level which has the "responsibility" for the task or knowledge. Generally the more routine tasks are


DECK
ORDNANCE
ELECTRONICS
PRECISION EQUIPMENT
ADMIN & CLERICAL
MISCELLANEOUS
ENGINEERING & HULL
CONSTRUCTION
AVIATION
MEDICAL
DENTAL
STEWARD
PETTY OFFICER 3RD CLASS
PETTY OFFICER 2ND CLASS
PETTY OFFICER 1ST CLASS
CHIEF PETTY OFFICER
SENIOR CHIEF PETTY OFFICER
MASTER CHIEF PETTY OFFICER
RED
GREEN
LIGHT BLUE

In a small percentage of cases, personnel in E-1 are authorized to wear the color or the striker symbol of their apprenticeship group.

3.6: .9

Figure 4-1.—Insignia designating the various enlisted grades.

placed at the third class (E-4) level; those which still may be classed as routine tasks but which require more experience because of increased difficulty are second class (E-5) qualifications; those which are extremely difficult and require long experience and training are reserved for first class (E-6) and chief petty officer (E-7) levels. Those qualifications which call for the direct instruction, supervision, and training of lower rated men in the rating are first class (E-6) and chief petty officer (E-7) level qualifications. If an item is indicated at the chief (E-7) level in the standards, it does not mean that only chiefs will perform the work or possess the knowledge involved. Lower rated personnel may be required to perform work covered in a chief (E-7) item because no one at the higher level is available. This situation does not change the fact that the item is typical and representative of the chief (E-7) level of responsibility and that, for advancement purposes, only first class or above are examined on it. (Similarly an E-4 or E-5 may be required to perform work covered at a higher level but are not examined on such work to qualify for advancement; however, performance of such work should be noted on the Record of Practical Factors, NAVPERS 1414/1, discussed in chapter 8.)

Senior Chief Petty Officers

The role of the senior chief petty officer (E-8) is that of an enlisted technical or specialty supervisor. He functions as an enlisted technical or specialty expert within his rating, serving as he does, as the second senior enlisted petty officer within that rating. His primary responsibility is to bring to bear his broad training, knowledge, and experience in providing direction and supervision to enlisted personnel engaged in performing the functions and tasks associated with the work for which his rating is responsible. He plans and administers on-the-job and other training programs for subordinates serving in his specialty. On occasion, he functions outside the area of his rating in areas of leadership, administration, and supervision as a senior enlisted advisor in matters concerning enlisted personnel, but the main thrust of his supervisory and leadership ability lies in the area of broad technical or specialty expertise related to his rating. In terms of enlisted military seniority, he is second only to the master chief petty officer.

Master Chief Petty Officers

The role of the master chief petty officer (E-9) is that of the senior enlisted technical or specialty administrator within his rating. The master chief petty officer is the senior enlisted grade in terms of military, technical, supervisory and administrative responsibility and expertise. His primary function is to bring to bear his extensive training, knowledge and experience in providing senior-level enlisted supervision and administration to his entire rating, thereby ensuring maximum efficiency of the work force and equipment assigned in the effective accomplishment of the functions and tasks for which his immediate organization is responsible. He is responsible for organizing, directing, and coordinating the various programs implemented for the purpose of instruction and supervision of subordinates. In units or at activities where the situation requires, the master chief petty officer, in addition to his normal functions, supplements the officer corps in the overall supervision and administration of the men and equipments associated with the functioning of the organization to which assigned whether or not related to his rating. In addition to functioning within his specialty as described, the master chief petty officer also can be expected, when so assigned, to be capable of functioning effectively, outside his particular rating area, in areas of leadership, administration, and supervision, and as a senior enlisted advisor for the command in which serving in matters concerning enlisted personnel.

PATHS OF ADVANCEMENT

Each petty officer rating leads directly to a category in the warrant officer structure; warrant officers may be selected for LDO status. Appropriate paths of advancement to warrant and LDO status are described with each rating description in the Quals Manual.

Rating Structure Revisions

The Personnel Research Division of the Bureau of Naval Personnel has primary responsibility for the enlisted rating structure. The Personnel Research Division reviews and makes appropriate recommendations concerning proposals for additions, deletions, or revisions to the rating structure and to warrant officer and limited duty officer designator code classifications. It also conducts continuing studies of the rating structure to ensure optimum support for the operating forces, meeting the requirements of technological advances, sound preparation for mobilization, and optimum manpower utilization.

To maintain the stability of the enlisted rating structure the Chief of Naval Personnel has established two boards for this purpose. First the Permanent Board for Review of the Enlisted Rating Structure (PBRERS) reviews in depth all recommended changes to the enlisted rating structure and takes appropriate administrative actions in problem areas when these actions will suffice vice a change to the rating structure. In cases where additions or deletions to the rating structures are necessary, the Review Board forwards these changes to the policy board or Permanent Board for Control of the Enlisted Rating Structure (PBCERS) for final decision and review prior to submission to higher authority for approval.

Guidelines for submitting changes to the enlisted rating structure, and guidelines used by the PBRERS when assessing new Navy rating proposals are contained in the Quals Manual.

NAVY ENLISTED CLASSIFICATION STRUCTURE

The Navy Enlisted Classification (NEC) structure supplements the enlisted rating structure in identifying personnel on active or inactive duty, in time of peace or on mobilization. It is also used in conjunction with rates to identify billets in manpower authorizations. The official publication for enlisted classification code identification is the Manual of Navy Enlisted Classifications, NAVPERS 15105, referred to as the NEC Manual.

NEC CODES

NEC codes are 4-digit codes that reflect special knowledges and skills in order to identify personnel and requirements when the rating structure (general, service, and emergency ratings) is insufficient by itself for manpower management purposes. There are three types of NECs: Entry Series, Rating Series, and Special Series. In addition, certain NECs are established for planning requirements and training; they may be written into manpower authorizations for projecting requirements.

Entry Series NECs

Entry series NECs identify aptitudes and qualifications not discernible from rates alone. They are used to code personnel who are not yet identified strikers or who are in training for change of rating or status. They are also used to identify billet requirements when apprenticeship rate alone is insufficient. There are three kinds of entry series codes: Rating Entry NECs, Rating Conversion NECs, and Occupational Area—Defense Grouping NECs.

Rating Entry NECs.—Rating entry NECs relate to specific ratings. They identify USN or USNR personnel who have received training, are in training, or have aptitude for this training. Rating entry NECs 8400, 8700, and 9000 are not presently used since all personnel entering the Hospital Corpsman (HM), Dental Technician (DT), or Steward (SD) ratings are identified by explicit apprenticeship rates. All other USN or USNR personnel in pay grade E-2 or E-3, not identified strikers, must be assigned a rating entry NEC of an appropriate rating within the normal path of advancement. See figure 4-2 for examples of rating entry NECs.

Rating Conversion NECs.—Rating conversion NECs parallel rating entry NECs but are assigned only to identify petty officers, or identified strikers, who are assigned in-service training for change of rating or status under approved programs. The last two digits of rating conversion codes are always 99. See figure 4-2 for examples.

Occupational Area—Defense Grouping NECs.—Occupational Area—Defense Grouping NECs relate to groups of ratings for which there is an identification requirement. NECs DG-9700 through DG-9780 (fig. 4-3) reflect the placement of Navy ratings in the "Department of Defense Occupational Conversion Table, Enlisted." It is planned to use the new DG-9700 through DG-9780 NECs to code pay grade E-2 personnel who cannot be distinctly affiliated with any single rating.

Rating Series NECs

Rating series NECs supplement, and are related to, specific general and service source ratings. They are used to identify both personnel and requirements when rate alone is insufficient. Rating series codes are prefixed by a 2-letter

Entry	Title	Conversion
BM-0100	Boatswain's Mate Basic	BM-0199
QM-0200	Quartermaster Basic	QM-0299
RD-0300	Radarman Basic	RD-0399
	Sonar Technician Basic	ST-0499
STS-0410	Sonar Technician S (Submarine) Basic	
STG-0440	Sonar Technician G (Surface) Basic	
SM-0500	Signalman Basic	SM-0599
OT-0600	Ocean Systems Technician Basic	OT-0699
TM-0700	Torpedoman's Mate Basic	TM-0799
	Gunner's Mate Basic	GM-0899
GMG-0850	Gunner's Mate G (Guns) Basic	
GMT-0920	Gunner's Mate T (Technician) Basic	GM-0999
GMM-0950	Gunner's Mate M (Missiles) Basic	
	Fire Control Technician Basic	FT-1199
FTB-1130	Fire Control Technician B (Ballistic Missile Fire Control) Basic	
FTM-1140	Fire Control Technician M (Surface Missile Fire Control) Basic	
FTG-1160	Fire Control Technician G (Gunfire Control) Basic	
MN-1200	Mineman Basic	MN-1299
MT-1300	Missile Technician Basic	MT-1399
	Electronics Technician Basic	ET-1599
ETR-1510	Electronics Technician R (Radar) Basic	
ETN-1530	Electronics Technician N (Communications) Basic	
DS-1600	Data Systems Technician Basic	DS-1699
IM-1800	Instrumentman Basic	IM-1899
OM-1900	Opticalman Basic	OM-1999
CYN-2100	Communications Yeoman Basic	CYN-2199
PC-2200	Postal Clerk Basic	PC-2299

52.14

Figure 4-2.—Rating entry and rating conversion NECs.

rating abbreviation, except for those in the 3301, 3501, and 8301 series. When used in correspondence or in service record entries, rating series codes are written as they appear in the NEC Manual (for example, BM-0107 or 3306). Rating series NECs may be assigned as primary or secondary codes but only to personnel in the "source ratings" listed under each NEC or NEC group heading in the NEC Manual. For examples of rating series codes, see figure 4-4.

Special Series NECs

Special series NECs are not directly related to any general or service rating. They are used to identify both personnel and requirements when rate alone is insufficient. Special series NECs are written without rating abbreviations when used in correspondence or service record entries. These codes do not have source ratings and may be assigned to personnel only as secondary NECs. For examples of special series NECs, see figure 4-5.

NECs for Requirements Only

Certain NECs are established only for requirements and training planning. They cannot be assigned to individuals. When an NEC in this category becomes available for assignment to personnel, it is further defined and listed in Part I of the NEC Manual.

NEC CODING SYSTEM

The NEC Coding System is designed to facilitate management control over enlisted skills by accurately identifying billets and personnel and to ensure maximum skill utilization in distribution and detailing. In cases where NEC codes reflect special training, inventories of coded billets and coded personnel also are the basis

*DG Codes	Occupational Area Titles	Ratings Included in Each Area
DG-9700	Infantry, Gun Crews, and Seamanship Specialists	BM, QM
DG-9710	Electronic Equipment Repairmen	ST, TM, FT, MT, ET, DS, AX, AT, TD, AQ
DG-9720	Communications and Intelligence Specialists	RD, SM, RM, CT, PT, AC, AW, OT
DG-9730	Medical and Dental Specialists	HM, DT
DG-9740	Other Technical and Allied Specialists	DM, MU, EA, AG, PH
DG-9750	Administrative Specialists and Clerks	PC, YN, PN, DP, SK, DK, JO, AZ, AK
DG-9760	Electrical/Mechanical Equipment Repairmen	GM, MN, IM, OM, MM, EN, BT, BR, EM, IC, CM, AD, AO, AB, AE, AM, PR, AS
DG-9770	Craftsmen	LI, MR, HT, PM, ML, CE, EO, BU, SW, UT
DG-9780	Service and Supply Handlers	CS, SH, SD

*The third digit in the DG Codes indicates the DOD Occupational Area Grouping Code.

52.53

Figure 4-3.—Occupational Area—Defense Grouping NECs.

for planning and controlling the input of personnel into special training courses. Petty officer allocations and funds authorized for rating and specialty training also depend to an increasing extent upon the accuracy, thoroughness, and timeliness of NEC coding. Since personnel programmed in support of ratings and in support of special programs must be identified by the correct combinations of rates and NECs, it is essential that ratings and NECs have absolute relationships.

Source Rating Concept

The Source Rating Concept has been effected to achieve the desired relationships between ratings and NECs. The Source Rating Concept, in which a source rating, or in some cases more than one source rating is designated for each rating series NEC, is implemented by the following rules:

- Rating series NECs may be assigned only to personnel in designated source ratings (or the apprenticeship rate applicable to a designated source rating provided the individual has been assigned a rating series NEC for the source rating). For example, the source rating for NEC BM-0164, Assault Boat Coxswain, is Boatswain's Mate, therefore, only Boatswain's Mates may be assigned this NEC.

- All personnel in pay grade E-2 and E-3 (not already "rating associated" by HM, DT, or

SD apprenticeship rates or by striker identification symbols such as BMSN) must be assigned entry NECs.

- Personnel are not nominated or sent to courses of instruction earning NECs unless they are in the proper source ratings.
- Personnel already specialized by an NEC are not nominated or sent to courses of instruction earning an additional NEC unless the course is a logical progression of earlier specialty training.

Responsibility for NEC Coding

The Chief of Naval Personnel is responsible for the formulation and implementation of the NEC coding system and for maintaining technical control over the entire NEC system. He controls the use of NECs in identifying personnel and billets, and in distribution and detailing. Certain commands are delegated special responsibilities and authorities in accordance with BUPERSMAN 1440200; these responsibilities and authorities are outlined in the NEC Manual. Currently these delegations are:

1. The Commanding Officer, Naval Reserve Manpower Center (NRMC), supported by the Commanding Officer, PAMI CONUS (Personnel Accounting Machine Installation, Continental United States), is responsible for administering the NEC coding system for enlisted personnel not on active duty. In this regard, the Chief of Naval Reserve Training, the Chief of Naval Air Reserve Training, and the naval district commandants monitor NEC coding efforts by inspections and through BUPERS Reports 1080-1464 (Enlisted Activity Verification Report). This includes certifications, where appropriate, to the Commanding Officer, NRMC, of PN-2612 (Personnelman, Classification Interviewer) and rating conversion NEC assignments and cancellations, except CT-2401 series NECs including CT-2499 (Communications Technician).

2. Commanding Officers, Enlisted Personnel Distribution Offices (EPDOs), supported by their respective PAMIs, are responsible for effective utilization of NEC information in the distribution and detailing of personnel and for monitoring command responsiveness in NEC coding of individuals and billets.

3. The Chief, Bureau of Medicine and Surgery, is responsible for determining all assignments and cancellations of Hospital Corpsman and Dental Technician rating series NECs (8401 and 8701 respectively) and for providing this information to the Chief of Naval Personnel or to the Commanding Officer, NRMC, as appropriate.

4. The Commander, Naval Intelligence Command (NIC 112A) is responsible for determining all assignments and cancellations of NECs YN-2505 (Yeoman, Naval Intelligence Clerk) and for providing this information to the Chief of Naval Personnel or to the Commanding Officer, NRMC, as appropriate.

5. The Commander, Naval Security Group Command is responsible for determining all assignments and cancellations of Communications Technician rating series NECs and rating conversion NEC CT-2499 for personnel not on active duty and for providing this information to the Commanding Officer, NRMC.

6. All commands conducting courses of instruction listed in BUPERSINST 1510.108 (Class B, Class C, and Functional and Fleet Training Courses) are responsible for ensuring that reports on students are submitted to the Chief of Naval Personnel and that "earned" NECs are reflected on availability reports.

7. Enlisted Classification Units, under the technical direction of the Chief of Naval Personnel, are responsible for reviewing NECs in accordance with the general coding rules of the NEC Manual, for correcting rating entry NECs where necessary, and for recommending coding assignments or cancellations directly to the Chief of Naval Personnel or Commanding Officer, NRMC, as appropriate.

8. All commands are responsible for the following actions:

- Making recommendations for NEC identification of billets in their manpower authorizations.
- Assigning and changing rating entry NECs in accordance with the NEC Manual.
- Recommending assignments or cancellations of all other NECs in accordance with the NEC Manual.
- Ensuring that only personnel in proper source ratings are afforded formal training in NEC specialties.

ASSIGNMENT AND CANCELLATION OF NECs

An NEC is assigned an individual when it is recorded in the Manpower and Personnel Management Information System (MAPMIS) on either the active or inactive duty master tape.

Priority
Number

5 *OT-0611 Ocean Systems-Basic Analyst

Source Rating: OT
Applicable Course: None.

NOTE: Personnel must serve a minimum of 6 months as a Junior Watchstander prior to being recommended for this NEC.

Interprets nature and origin of acoustic data and correlates for dissemination: Operates and performs preventive maintenance on assigned equipment.

4 *OT-0612 Ocean Systems-Advanced Analyst

Source Rating: OT
Applicable Course: None.
Component NEC: OT-0611

NOTE: Personnel must be in paygrades E-5 or above and have been a Basic Analyst for a minimum of one year to qualify for this NEC.

Coordinates interpreted acoustic data for effective utilization and processing: Supervises operator maintenance on assigned equipment.

3 **OT-0622 Ocean Systems Maintenance Technician

Source Rating: OT
Applicable Course: Ocean Systems Technician Maintenance (A-130-0063)

Performs operational and corrective maintenance on and operates assigned equipment.

3 *OT-0631 Ocean Systems-Senior Analyst

Source Rating: OT
Applicable Course: None.
Component NEC: OT-0612

NOTES: (1) Personnel must have been an Advanced Analyst for a minimum of 2 years and demonstrated proficiency in data analysis through examination and evaluation to qualify for this NEC.
(2) Recommendations for this NEC must be forwarded via the Type Commander.

Performs comprehensive post analysis of acoustic data: Converts analyzed data into comprehensive reports, narrative and graphic formats, and maintains records necessary to support post analysis.

5 **ST-0414 Submarine Sonar Subjective Analysis Technician

Source Rating: STS
Applicable Course: Submarine Sonar Subjective Analysis (A-130-0020, 0032, or 0033)

NOTE: Satisfactory completion of Applicable Course is mandatory.

Figure 4-4.—Rating series NECs. 52.15

Priority
Number

Processes and classifies sonar signals: Uses intelligence sources in correlating sonar data; observes security measures inherent in handling this material.

4 ****ST-0416 Sonar Intelligence Analysis Technician**

Source Rating: STS

Applicable Courses:
- a. Factory training, or
- b. AN/BQH-5 Operation and Maintenance (F-130-015) and
- c. Submarine Integrated Sonar System (AN/BQQ-1B) Maintenance (A-130-0024), or
- d. Submarine Integrated Sonar System (Retrofit) Maintenance (A-130-0065), or
- e. Submarine Integrated Sonar System Maintenance Conversion (Retrofit) (A-130-0066), or
- f. General Submarine Sonar Maintenance (A-130-0027 or 0028)

NOTES:
(1) This NEC shall be awarded only to personnel who have SSEP or STIC experience, a satisfactorily completed Background Investigation, and are recommended by CO NAVSTIC, 4301 Suitland Road, CO NAVSUBSCOL, New London, Conn., or CO FLESUBTRAFAC, Pearl Harbor.
(2) Satisfactory completion of Applicable Courses is mandatory.

Reviews documentary and graphic recorded sonar information: Determines nature and origin of acoustic intelligence; prepares reports related to evaluation of sonar intelligence sent from originating source; assists in developing techniques for derivation of maximum information from aural analysis; assists in the preparation of training material and recording procedures; prepares training tapes of recorded sonar samples; supervises and performs maintenance and calibration of all Submarine Sonar and Data Collection Equipments.

4 ****ST-0423 SSN Integrated Submarine Sonar System Technician**

Source Rating: STS

Applicable Course: Submarine Integrated Sonar System AN/BQQ-1B Maintenance, Class C (A-130-0024)

NOTE: Satisfactory completion of Applicable Course is mandatory.

Performs preventive and corrective maintenance on SSN integrated submarine sonar: Coordinates operation with attack center during periods of watch.

Figure 4-4.—Rating series NECs—Continued. 52.15

Priority Number

9585-9589 Career Information Counselors

Counsel individuals and present information concerning career opportunities, incentives, rights and benefits, and advantages of a Naval Career: Advise and assist the Staff Commander/Commanding Officer in developing and conducting a Retention Program.

5 9585 Recruiter/Career Counselor

Applicable Course: Recruit Procurement, Class C (A-501-0010 or 0011)

5 9588 Career Counselor

Applicable Course: Career Information and Counseling, Class C (A-500-0011 or 0012)

NOTE: Graduates of Type Commander Career Information and Counseling Course may be recommended for this NEC after 6 months on-the-job training.

4 9589 Career Information Counselor/Command Coordinator

Applicable Course: Career Information and Counseling, Class C (A-500-0011 or 0012)

Component NEC: 9588

NOTES: (1) Satisfactory completion of Applicable Course is mandatory.

(2) In addition, assignment depends upon recommendation of Commander/Commanding Officer after at least 6 months on-the-job training in a CIAC Instructor Billet, BUPERS Controlled Career Counseling Billet, Staff Retention Billet, or as a Command Counseling Coordinator.

Assists command in organizing and implementing an aggressive enlisted retention program within own command and/or subordinate commands as applicable: Supervises and coordinates interviewing and counseling efforts, gives presentations to naval personnel, and their dependents, on the advantages and benefits of career service in the Navy.

4 9514 Work Study Analyst

Applicable Course: Navy School of Work Study (A-500-0029)

Installs and conducts methods and work measurements studies: Obtains information and measures on operations maintenance and management.

Figure 4-5.—Special series NECs. 52.16

Service record entries, page 4, reflect these authorized assignments.

Each individual is identified by a 4-digit primary and a 4-digit secondary code. Zeros are used where no positive NECs are assigned. Each page-4 service record entry must record a positive NEC or 0000 in both the primary NEC (PNEC) and secondary NEC (SNEC) blocks (fig. 4-7).

NECs are primary or secondary for an individual as follows:

1. Entry series NECs are always primary.
2. Special series NECs are always secondary.
3. Rating series NECs are primary or secondary depending on coding priorities.

Subject to the above pattern, coding priorities also serve to position NECs as primary or secondary.

Coding Priorities

Each code listed in the NEC Manual has a priority from 1 through 7, except that NECs established solely for requirements and training planning have no priorities since they cannot be assigned to individuals.

All entry series NECs are priority 1, ensuring their assignment as primary NECs because for personnel concerned they are more significant than rates. An individual may carry only one.

The priority of all other NECs is shown by a number from 2 through 7 appearing on the left of each code listed in the NEC Manual. The lowest number has the highest priority. An Electronics Technician, for example, qualified as ET-1514 and ET-1519 would be coded ET-1514/ET-1519. His primary NEC is priority 3 and his secondary NEC is priority 5. If this individual, however, were also qualified for special series NEC 9514, Work Study Analyst, priority 4, he would be coded ET-1514/9514. Where two secondary NECs have the same priority number, the code most recently acquired is usually assigned.

The fact that one NEC is assigned a priority 2 and another a priority 3 does not imply that the first skill is a "higher level" skill than the second. It may not even be possible for the same individual to be eligible for both NECs.

Coding of Personnel

Assignment and cancellation of all NECs are processed and accounted for within the MAPMIS. Computer processing ensures that only valid numbers are assigned or retained and that NECs are assigned to correct priority order.

Rating Series NECs may be assigned only to personnel in the ratings listed as source ratings under each NEC. In cases where service ratings are listed as source ratings in the NEC Manual, billets are written only for the specified service rating in the pertinent pay grades. Personnel in other service ratings of the general rating involved may earn these NECs but should be recommended for lateral change in rating to the corresponding service rating.

Certain E-8 and E-9 compressed ratings are not listed in the NEC Manual as source ratings for NECs, but personnel so advanced do not lose NECs previously assigned. For example, a Senior Chief Interior Communications Electrician (ICCS), coded IC-4724, advanced to Master Chief Electrician's Mate (EMCM), retains his NEC assignment of IC-4724.

Assigning or Cancelling NECs

NECs, Except for Rating Entry NECs.—NECs, other than rating entry NECs, can be assigned or canceled in only the following ways:

1. By commands conducting formal courses of instruction submitting reports to the Chief of Naval Personnel for students on active duty in accordance with BUPERSINST 1510.108.
2. By enlisted classification units submitting recommendations to the Chief of Naval Personnel for accessions to active duty.
3. By the Chief of Naval Personnel for active duty personnel. These actions include data submitted by bureaus, offices, and systems commands with special responsibilities and also all recommendations received from individual commands and approved by the Chief of Naval Personnel.
4. By the Commanding Officer, Naval Reserve Manpower Center (NRMC), for personnel not on active duty. These actions include data submitted by bureaus, offices, and systems commands with special responsibilities and also all recommendations received from enlisted classification units or individual drilling units.

An individual's NEC assignments, as authorized by the NEC Manual, are those recorded in the MAPMIS. Commands are notified of changes by BUPERS Reports 1080-14 (Enlisted Distribution and Verification Report) for active duty personnel and record these changes by page-4 service record entries dated the first day of the accounting period represented by the report received. Drilling units are notified of changes by BUPERS Reports 1084-1464 or by Reserve Unit Personnel and Performance Reports (RUPPERTS) for inactive duty personnel and record these changes by page 4 service record entries dated the last day of the accounting period represented by the report received.

Rating Entry NECs.—Individual commands and drilling units are directly responsible for assigning and changing rating entry codes as follows:

1. For personnel in pay grades E-2 and E-3, except USN-S personnel who are not identified strikers or are not in the HM, DT, or SD apprenticeship rates

- A rating entry NEC assignment is mandatory concurrent with advancement to pay grade E-2 (except for individuals assigned Occupational Area—Defense grouping NECs).

- Assignment may be changed to another rating entry NEC within the normal path of advancement, but it may not be replaced with 0000 (no positive NEC assigned).

- Personnel in Class A level training, who were assigned rating entry NECs as recruit graduates, do not have to be recoded while undergoing courses of instruction, unless disenrolled.

- Personnel recommended for advancement to pay grade E-4 must be assigned the rating entry NEC of the rating for which recommended.

2. In the above cases, rating entry assignment or change is recorded by a page-4 service record entry and reported by a personnel diary or RUPPERT NEC entry. All eight digits are reported. (There is one exception. If an individual with an entry series primary code also holds a rating series code as a secondary NEC, his NEC code may be changed only by a letter of recommendation to the Chief of Naval Personnel or to the Commanding Officer, NRMC, as appropriate. This exception does not apply to an individual holding a special series code as a secondary NEC.)

3. For personnel holding rating entry NECs who become identified strikers or petty officers:

- Cancel rating entry NECs by a page-4 service record entry. This NEC change is not reported by personnel diary or RUPPERT entry. Rating entry codes are automatically canceled in the MAPMIS as soon as the rate change or advancement is correctly reported.

Recommending Assignment or Cancellation of NECs

Individual commands and drilling units are responsible for recommending assignment or cancellation of all NECs other than rating entry NECs as follows:

- For active duty personnel, recommendations regarding codes in the HM-8401 and DT-8701 series are made to the Chief, Bureau of Medicine and Surgery. Recommendations for YN-2505 are made to the Commander, Naval Intelligence Command. All other recommendations are made to the Chief of Naval Personnel.
- For inactive duty personnel, recommendations regarding assignment or cancellation of all codes are made to the Commanding Officer, NRMC. Recommendations regarding the following codes are forwarded via the appropriate bureau or office: YN-2505 via the Commander, Naval Intelligence Command; CT-2401 series including CT-2499 via the cognizant District Officer for Naval Reserve Security Group with a copy to the Commander, Naval Security Group Command; PN-2612 and all rating conversion codes (except CT-2499, HM-8499 and DT-8799) via the cognizant naval district commandant or Chief of Naval Air Reserve Training, as appropriate.

Letters recommending assignment or cancellation of NECs must state the individual's authorized NECs and include sufficient substantiation for the recommended changes. For active duty personnel, NAVPERS 1221/1 is used. For inactive duty personnel, the letter format illustrated in the NEC Manual is used.

In recommending changes to NECs, other factors to be considered are the source rating concept, NEC priorities, applicable courses necessary to earn an NEC, and component NECs.

When recommending new code assignments, review qualifications for NECs presently held by the individual and provide appropriate comment, particularly where a positive requirement exists for maintaining NEC qualifications in accordance with an established criteria; e.g., Aircrewman qualifications.

Wherever possible, personnel are automatically assigned NECs upon completion of applicable courses to allow faster NEC assignment and to reduce paperwork at the command level. In turn, this policy increases the need for command recommendations to cancel NEC assignment in instances where personnel do not qualify (normally within 6 months) to perform their NEC duties satisfactorily.

Recommending Changes To NEC Manual

To ensure that NEC codes reflect technical, operational, and procedural developments in the Navy, the Chief of Naval Personnel has directed individual commands to review codes continually and to furnish him information as codes become obsolete or new developments require inclusion of new codes in the NEC Manual. Comments or recommendations are invited also for the improvement of content, format, or any other aspect of the NEC Manual.

Commands recommending establishment, deletion, or change of an NEC submit such recommendations to the Chief of Naval Personnel via the appropriate chain of command, with a copy to the Commanding Officer of the Enlisted Personnel Distribution Office (EPDO) concerned. For aviation NECs, the Chief of Naval Operations should be included as a via addressee. Via addressees are requested to make a positive statement either for or against each recommendation. In those instances where the establishment of an NEC is recommended and concurred in, comments concerning the need for the NEC in terms of billet requirements, personnel, training, et cetera are required to assist the Chief of Naval Personnel in determining whether to approve or disapprove the recommendation. The commanding officer of the EPDO concerned should make comments, direct to the Chief of Naval Personnel, regarding the anticipated effect the recommendation will have on the distribution and/or detailing of personnel in his area of responsibility.

A letter via the chain of command requesting addition of a classification should include the title of the recommended classification and explanation of the reason for the recommendation. In preparing the justification, such factors should be considered as why existing identifications are insufficient and why a new code is needed to identify requirements for purposes of distribution and/or detailing. If formal training is required, details of length, location, and eligibility should be included. A complete description should be given of the duties and tasks, and such things as tools to be used, materials worked with, and equipment operated, maintained, and repaired, as appropriate. Personnel who currently perform the duties should be described by ratings and/or NECs, and indication should be given as to whether the same ratings would be involved if the proposed NEC is established. The letter should also include an estimate of the number of personnel and requirements involved, and the NEC series in which the new code should be placed.

Justification for the establishment of a rating series or special series NEC must be that it is needed to identify a manpower requirement for purposes of control of special training, distribution, and/or detailing. The fact that a course of instruction exists is not sufficient justification for the establishment of an NEC. There is a separate Formal Training Data System (FTDS) established to supplement the Manpower and Personnel Management Information System (MAPMIS); it provides the means for reporting and recording school history data for personnel attending formal courses of instruction. To be of maximum value, NECs must be reserved for use where no other standard Navy enlisted identification system exists or is adequate.

When deletion of a classification is requested, the code and title should be given, together with the reason for the deletion. Some of the usual reasons why codes are deleted are: obsolescence of equipment; duplication of duties by an existing rating or NEC; no need for requirement identification for purposes of distribution and/or detailing; and the existence of sufficient identification by other means.

If it is recommended that a classification be revised, the code and title recommended should be given, the proposed revision should be described in detail, and the reason for the proposed revision should be explained.

ENLISTED CLASSIFICATION PROGRAM

Development of the present rating structure and the NEC structure provides an enlisted occupational classification system aligned with modern Navy occupations and flexible enough to be kept current as future occupational changes take place. On this foundation has been built the remainder of the enlisted classification program.

ENLISTED CLASSIFICATION PROCEDURES

The program includes the collection, evaluation, recording, and dissemination of information regarding aptitudes, abilities, education, training, performance, and work experience of enlisted personnel—together with the evaluation and identification of the billets they fill. It further includes the matching of the qualifications of men against the requirements of billets at all levels concerned with the distribution and assignment of enlisted personnel. With accurate coding and full use of modern manpower information facilities, the training and experience of personnel can be used with a high degree of efficiency and with a minimum of time and effort. The right man can be put in the right spot at the right time if all who are concerned with several interrelated functions do their part. These functions (or procedures) are:

- Developing Data on Requirements—Conducting necessary analyses of Navy enlisted billets to develop meaningful data on billet requirements in terms relatable to personnel who will fill such billets.
- Testing General Aptitudes—Testing enlisted personnel with various enlisted classification tests for the purpose of establishing the relative standing of individuals on the basis of general aptitudes. The results are one element used in selection for training and for duty assignments.
- Interviewing Personnel—Personal interviews obtaining background information of value for the selection, assignment, and counseling of individuals on career opportunities in the Navy.
- Matching Qualifications and Billets—Selection of individuals in accordance with established criteria for specific training in Navy schools or for assignment on the basis of aptitudes, training, experience, and interest.
- Identifying Personnel by Ratings and NECs—Identification of personnel through use of enlisted ratings, Navy enlisted classification codes, and civilian occupational codes (listed in the Dictionary of Occupational Titles (D.O.T.), issued by the Department of Labor).
- Recording Classification Data in Service Record and MAPMIS—Recording of classification data in the service record of the individual to ensure that it will be available for use at any level in the Navy. Figure 4-6 shows the Enlisted Classification Record, page 3 of the Enlisted Service Record. Figure 4-7 shows the Navy Occupation/Training and Awards History, page 4 of the Enlisted Service Record. These two pages form the enlisted classification record of an individual and are a permanent part of the service record, being transferred to the new record on each reenlistment.

Reporting of pertinent enlisted classification data through the Navy's Manpower and Personnel Management Information System (MAPMIS), thereby assuring that this information is available at all levels of command responsible for personnel planning, distribution, and utilization. The MAPMIS is discussed in chapter 7.

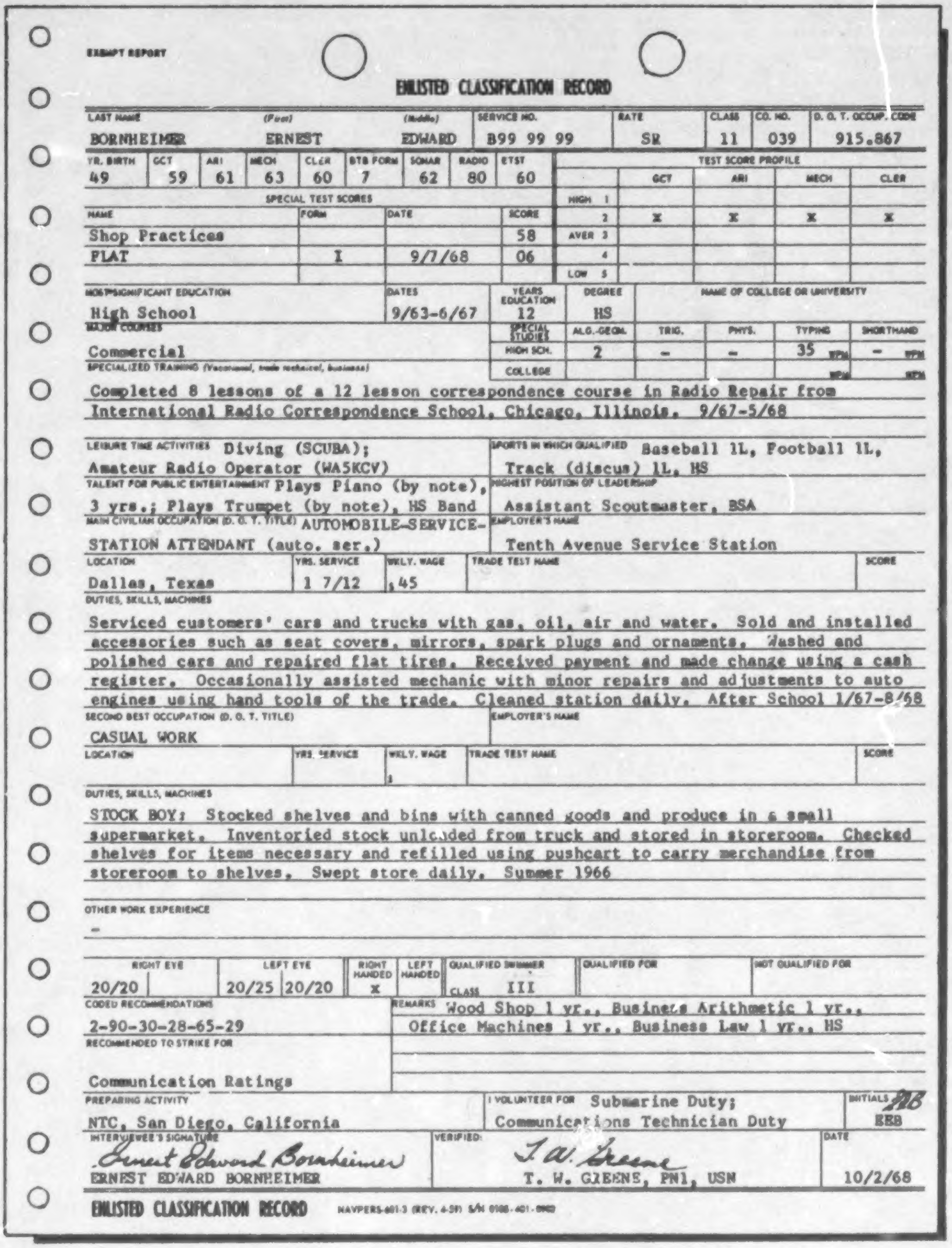
ENLISTED CLASSIFICATION ORGANIZATION

The Chief of Naval Personnel administers the enlisted classification program throughout the Navy and exercises technical control over this program by means of ENLISTED CLASSIFICATION UNITS in the field and by providing technical aids, directives, and guidance to all ships and stations.

Enlisted classification field units have been established within shore-based commands where the volume of personnel actions justifies such a unit. The Chief of Naval Personnel directly staffs these units with officer and enlisted personnel (Personnelmen) who have been specifically trained for enlisted classification duty. The major types of enlisted classification units are described below according to the types of commands in which they operate.

Naval Training Centers

Naval training centers test, interview, and counsel recruits for Navy service schools and for assignment into the appropriate general apprenticeships. Enlisted classification units at those commands appraise the aptitudes, abilities, interests, skills, education, occupational experience, and personal and physical characteristics of each recruit; counsel him as to his own potential and as to Navy career opportunities; and recommend him for schools and apprenticeships in accordance with established selection criteria and within quotas representing known requirements. Final selection is performed at the Bureau of Naval Personnel, with computer assistance. The Enlisted Classification Record (page 3 of the service record) is prepared and initial



EXEMPT REPORT

ENLISTED CLASSIFICATION RECORD

LAST NAME	(First)	(Middle)	SERVICE NO.	RATE	CLASS	CO. NO.	D. O. T. OCCUP. CODE
BORNHEIMER	ERNEST	EDWARD	B99 99 99	SR	11	039	915.867

YR. BIRTH	GCT	ARI	MECH	CLER	BTB FORM	SONAR	RADIO	ETST
49	59	61	63	60	7	62	80	60

SPECIAL TEST SCORES

NAME	FORM	DATE	SCORE
Shop Practices			58
PLAT	I	9/7/68	06

TEST SCORE PROFILE

	GCT	ARI	MECH	CLER
HIGH 1				
2	X	X	X	X
AVER 3				
4				
LOW 5				

MOST SIGNIFICANT EDUCATION	DATES	YEARS EDUCATION	DEGREE	NAME OF COLLEGE OR UNIVERSITY
High School	9/63-6/67	12	HS	

MAJOR COURSES: Commercial

SPECIAL STUDIES	ALG.-GEOM.	TRIG.	PHYS.	TYPING	SHORTHAND
HIGH SCH.	2	-	-	35 WPM	- WPM
COLLEGE				WPM	WPM

SPECIALIZED TRAINING (Vocational, trade technical, business)

Completed 8 lessons of a 12 lesson correspondence course in Radio Repair from International Radio Correspondence School, Chicago, Illinois. 9/67-5/68

LEISURE TIME ACTIVITIES: Diving (SCUBA); Amateur Radio Operator (WA5KCV)

SPORTS IN WHICH QUALIFIED: Baseball 1L, Football 1L, Track (discus) 1L, HS

TALENT FOR PUBLIC ENTERTAINMENT: Plays Piano (by note), 3 yrs.; Plays Trumpet (by note), HS Band

HIGHEST POSITION OF LEADERSHIP: Assistant Scoutmaster, BSA

MAIN CIVILIAN OCCUPATION (D. O. T. TITLE): AUTOMOBILE-SERVICE-STATION ATTENDANT (auto. ser.)

EMPLOYER'S NAME: Tenth Avenue Service Station

LOCATION	YRS. SERVICE	WKLY. WAGE	TRADE TEST NAME	SCORE
Dallas, Texas	1 7/12	$45		

DUTIES, SKILLS, MACHINES

Serviced customers' cars and trucks with gas, oil, air and water. Sold and installed accessories such as seat covers, mirrors, spark plugs and ornaments. Washed and polished cars and repaired flat tires. Received payment and made change using a cash register. Occasionally assisted mechanic with minor repairs and adjustments to auto engines using hand tools of the trade. Cleaned station daily. After School 1/67-8/68

SECOND BEST OCCUPATION (D. O. T. TITLE): CASUAL WORK

EMPLOYER'S NAME:

LOCATION	YRS. SERVICE	WKLY. WAGE	TRADE TEST NAME	SCORE
		$		

DUTIES, SKILLS, MACHINES

STOCK BOY: Stocked shelves and bins with canned goods and produce in a small supermarket. Inventoried stock unloaded from truck and stored in storeroom. Checked shelves for items necessary and refilled using pushcart to carry merchandise from storeroom to shelves. Swept store daily. Summer 1966

OTHER WORK EXPERIENCE

-

RIGHT EYE		LEFT EYE		RIGHT HANDED	LEFT HANDED	QUALIFIED SWIMMER	QUALIFIED FOR	NOT QUALIFIED FOR
20/20		20/25	20/20	x		CLASS III		

CODED RECOMMENDATIONS: 2-90-30-28-65-29

REMARKS: Wood Shop 1 yr., Business Arithmetic 1 yr., Office Machines 1 yr., Business Law 1 yr., HS

RECOMMENDED TO STRIKE FOR: Communication Ratings

PREPARING ACTIVITY: NTC, San Diego, California

I VOLUNTEER FOR: Submarine Duty; Communications Technician Duty

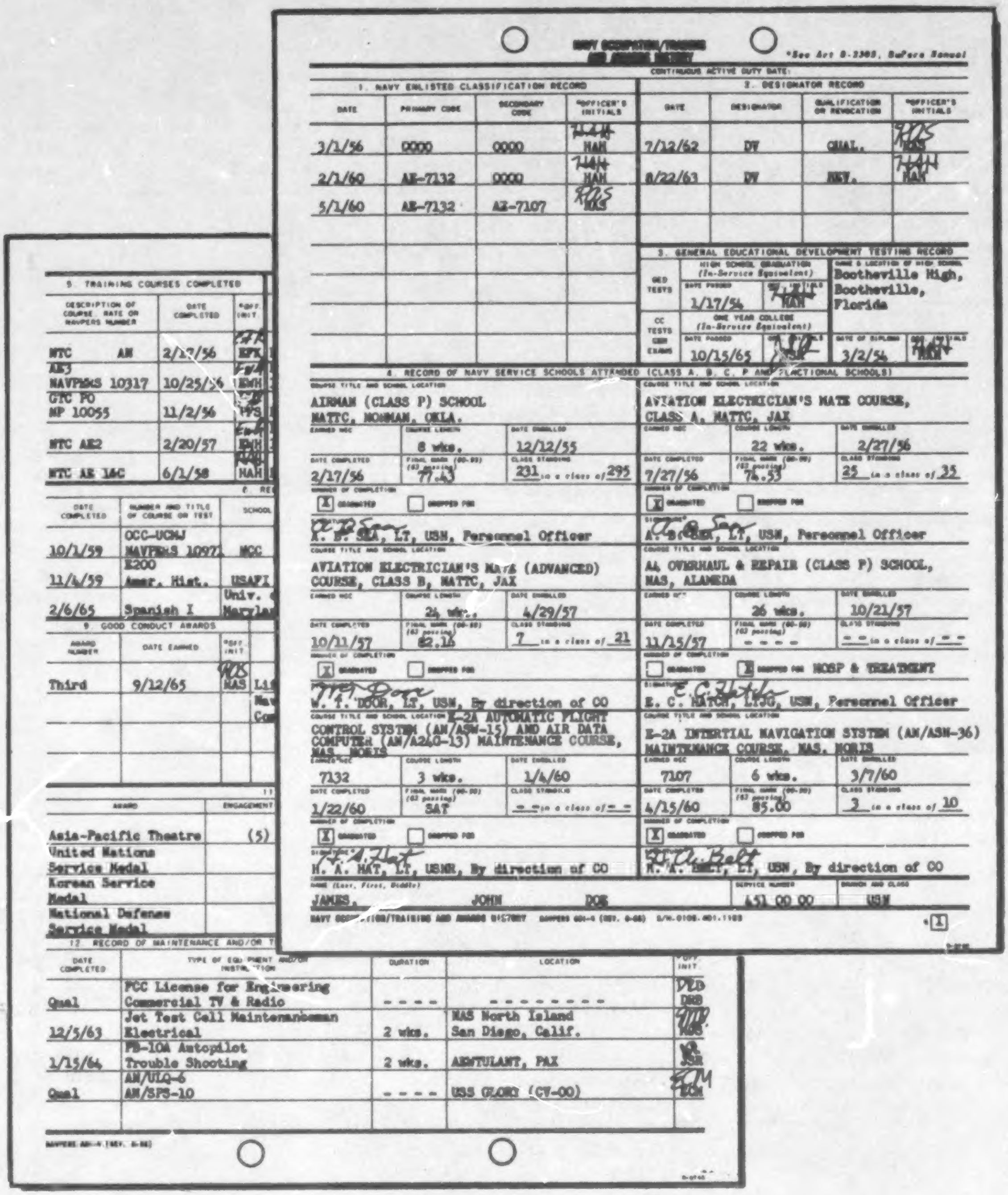
INITIALS: EEB EEB

INTERVIEWEE'S SIGNATURE	VERIFIED:	DATE
Ernest Edward Bornheimer ERNEST EDWARD BORNHEIMER	T. W. Greene T. W. GREENE, PN1, USN	10/2/68

ENLISTED CLASSIFICATION RECORD NAVPERS-601-3 (REV. 4-59) S/N 0106-401-[illegible]

3.254

Figure 4-6.—Enlisted Classification Record.



*See Art B-2303, BuPers Manual

CONTINUOUS ACTIVE DUTY DATE:

1. NAVY ENLISTED CLASSIFICATION RECORD

DATE	PRIMARY CODE	SECONDARY CODE	*OFFICER'S INITIALS
3/1/56	0000	0000	HAH
2/1/60	AE-7132	0000	HAH
5/1/60	AE-7132	AE-7107	RAS

2. DESIGNATOR RECORD

DATE	DESIGNATOR	QUALIFICATION OR REVOCATION	*OFFICER'S INITIALS
7/12/62	DV	QUAL.	RAS
8/22/63	DV	REV.	HAH

3. GENERAL EDUCATIONAL DEVELOPMENT TESTING RECORD

GED TESTS: HIGH SCHOOL GRADUATION (In-Service Equivalent): DATE PASSED 1/17/54; OFF. INITIALS HAH

CC TESTS: ONE YEAR COLLEGE (In-Service Equivalent): DATE PASSED 10/15/65; OFF. INITIALS JSR

NAME & LOCATION OF HIGH SCHOOL: Bootheville High, Bootheville, Florida

DATE OF DIPLOMA 3/2/54; OFF. INITIALS HAH

4. RECORD OF NAVY SERVICE SCHOOLS ATTENDED (CLASS A, B, C, P AND FUNCTIONAL SCHOOLS)

COURSE TITLE AND SCHOOL LOCATION: AIRMAN (CLASS P) SCHOOL NATTC, NORMAN, OKLA.
EARNED NEC:
COURSE LENGTH: 8 wks.
DATE ENROLLED: 12/12/55
DATE COMPLETED: 2/17/56
FINAL MARK (00-00) (63 passing): 77.43
CLASS STANDING: 231 in a class of 295
MANNER OF COMPLETION: ☒ GRADUATED ☐ DROPPED FOR
SIGNATURE: A. B. SEA, LT, USN, Personnel Officer

COURSE TITLE AND SCHOOL LOCATION: AVIATION ELECTRICIAN'S MATE COURSE, CLASS A, NATTC, JAX
EARNED NEC:
COURSE LENGTH: 22 wks.
DATE ENROLLED: 2/27/56
DATE COMPLETED: 7/27/56
FINAL MARK (00-00) (63 passing): 74.53
CLASS STANDING: 25 in a class of 35
MANNER OF COMPLETION: ☒ GRADUATED ☐ DROPPED FOR
SIGNATURE: A. B. SEA, LT, USN, Personnel Officer

COURSE TITLE AND SCHOOL LOCATION: AVIATION ELECTRICIAN'S MATE (ADVANCED) COURSE, CLASS B, NATTC, JAX
EARNED NEC:
COURSE LENGTH: 24 wks.
DATE ENROLLED: 4/29/57
DATE COMPLETED: 10/11/57
FINAL MARK (00-00) (63 passing): 82.16
CLASS STANDING: 7 in a class of 21
MANNER OF COMPLETION: ☒ GRADUATED ☐ DROPPED FOR
SIGNATURE: W. T. DOOR, LT, USN, By direction of CO

COURSE TITLE AND SCHOOL LOCATION: A4 OVERHAUL & REPAIR (CLASS P) SCHOOL, NAS, ALAMEDA
EARNED NEC:
COURSE LENGTH: 26 wks.
DATE ENROLLED: 10/21/57
DATE COMPLETED: 11/15/57
FINAL MARK (00-00) (63 passing): - - - -
CLASS STANDING: - - in a class of - -
MANNER OF COMPLETION: ☐ GRADUATED ☒ DROPPED FOR HOSP & TREATMENT
SIGNATURE: E. C. HATCH, LTJG, USN, Personnel Officer

COURSE TITLE AND SCHOOL LOCATION: E-2A AUTOMATIC FLIGHT CONTROL SYSTEM (AN/ASW-15) AND AIR DATA COMPUTER (AN/A24G-13) MAINTENANCE COURSE, NAS, NORIS
EARNED NEC: 7132
COURSE LENGTH: 3 wks.
DATE ENROLLED: 1/4/60
DATE COMPLETED: 1/22/60
FINAL MARK (00-00) (63 passing): SAT
CLASS STANDING: - - in a class of - -
MANNER OF COMPLETION: ☒ GRADUATED ☐ DROPPED FOR
SIGNATURE: H. A. HAT, LT, USNR, By direction of CO

COURSE TITLE AND SCHOOL LOCATION: E-2A INTERTIAL NAVIGATION SYSTEM (AN/ASN-36) MAINTENANCE COURSE, NAS, NORIS
EARNED NEC: 7107
COURSE LENGTH: 6 wks.
DATE ENROLLED: 3/7/60
DATE COMPLETED: 4/15/60
FINAL MARK (00-00) (63 passing): 85.00
CLASS STANDING: 3 in a class of 10
MANNER OF COMPLETION: ☒ GRADUATED ☐ DROPPED FOR
SIGNATURE: H. A. BELT, LT, USN, By direction of CO

NAME (Last, First, Middle)			SERVICE NUMBER	BRANCH AND CLASS
JAMES,	JOHN	DOE	451 00 00	USN

NAVY OCCUPATION/TRAINING AND AWARDS HISTORY NAVPERS 601-4 (REV. 8-66) S/N-0106-401-1103

5. TRAINING COURSES COMPLETED

DESCRIPTION OF COURSE, RATE OR NAVPERS NUMBER	DATE COMPLETED	*OFF. INIT.
NTC AN	2/17/56	EFK
AE3 NAVPERS 10317	10/25/56	EWH
GTC PO NP 10055	11/2/56	HPS
NTC AE2	2/20/57	EWH
NTC AE 1&C	6/1/58	HAH

DATE COMPLETED	NUMBER AND TITLE OF COURSE OR TEST	SCHOOL
10/1/59	OCC-UCMJ NAVPERS 1097	NCC
11/4/59	E200 Amer. Hist.	USAFI
2/6/65	Spanish I	Univ. Maryla

9. GOOD CONDUCT AWARDS

AWARD NUMBER	DATE EARNED	*OFF. INIT.
Third	9/12/65	RAS

AWARD	ENGAGEMENT
Asia-Pacific Theatre	(5)
United Nations Service Medal	
Korean Service Medal	
National Defense Service Medal	

12. RECORD OF MAINTENANCE AND/OR T

DATE COMPLETED	TYPE OF EQUIPMENT AND/OR INSTRUCTION	DURATION	LOCATION	*OFF. INIT.
Qual	FCC License for Engineering Commercial TV & Radio	- - - -	- - - - - - - - -	DRB
12/5/63	Jet Test Cell Maintenanceman Electrical	2 wks.	NAS North Island San Diego, Calif.	RAS
1/15/64	FB-10A Autopilot Trouble Shooting	2 wks.	AEWTULANT, PAX	JSR
Qual	AN/ULQ-6 AN/SPS-10	- - - -	USS GLORY (CV-00)	ECM

NAVPERS 601-4 (REV. 8-66)

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Figure 4-7.—Navy Occupation/Training and Awards History.

enlisted classification codes are assigned by classification personnel who interview and test new enlisted personnel during the recruit training period. After an Enlisted Classification Record (page 3) has been initiated it stands as an official record and may not be altered without specific approval of the Chief of Naval Personnel. Commands having enlisted classification units are authorized to "correct" Enlisted Classification Record pages, but authorization for retesting on tests of the Basic Test Battery is granted only if the criteria specified in the Manual of Enlisted Classification Procedures, NAVPERS 15812, are met or if authorization is granted by the Chief of Naval Personnel.

Personnel Processing Centers

Enlisted classification units at naval stations, overseas bases, and major naval air training commands review classification data and where necessary test, interview, counsel, and correct the Enlisted Classification Records and NEC codes of all transient personnel prior to their being reported for assignment. All transient personnel, who are to be assigned by the Chief of Naval Personnel, are screened for eligibility for service schools and other duty. The units in naval stations also collect data necessary for personnel availability reports and in most cases prepare these reports for submission to the Chief of Naval Personnel. Where units exist in activities designated as separation activities, separatees are also processed to ensure that their classification records are current prior to separation. The services of these units are also available to ships and other naval activities in the vicinity of the units.

Miscellaneous Units

Enlisted classifiers perform special functions where highly trained personnel specialists are required, such as at personnel research activities, naval brigs, and at various commands in connection with organizational and billet analysis, work simplification, service record analyses, and other related management analysis projects. Enlisted classifiers performing these functions may be attached to an enlisted classification unit or may occupy a specific classification billet identified as being under the distribution control of the Chief of Naval Personnel.

Enlisted Personnel Distribution Offices

Enlisted Personnel Distribution Offices (EPDOs), and type and area commanders, are responsible for optimum utilization of classification data in distributing and assigning enlisted personnel under their cognizance. Trained enlisted classifiers are employed to assist in the distribution and assignment of personnel. These personnel also monitor enlisted classification codes assigned to personnel, provide technical assistance to administrative inspection boards, and aid in the coding of requirements in manpower authorizations.

Service Schools

Service school commands are responsible for continuing the counseling efforts initiated at enlisted classification units; for analyzing the causes of failure in relation to established selection criteria, quality of input, and subject matter taught; and for reporting the results of this and other classification research to the Chief of Naval Personnel for coordination and integration. Service school commands are further responsible for ensuring that students are reported to the Chief of Naval Personnel so that they may receive appropriate enlisted classification codes to represent training received, in accordance with the NEC Manual.

All Ships and Stations

Commanding officers are responsible for recommending enlisted classification code identification of billets in their manpower authorizations, for recording all verified NEC assignments on page 4 of the service record, and for recommending assignments or cancellations of NECs to the Chief of Naval Personnel. Commanding officers are also responsible for utilization of all classification data available on pages 3 and 4 of the enlisted service record when assigning personnel to specific duties, recommending personnel for formal training, or counseling personnel relative to reenlistment. To assist them in the accomplishment of this responsibility, as well as in all other naval personnel management functions, the enlisted rating of Personnelman was established at the time the new rating structure was instituted in 1948. Training in this rating is such as to produce a group of enlisted personnel experienced in a wide variety of techniques used in personnel management in the Navy. It is from this rating that personnel are selected for specialized training in enlisted classification procedures.

ENLISTED TESTS

Enlisted classification tests are used to aid in achieving the best possible placement of naval personnel as to type of training, school, or duty assignment when correlated with other pertinent information such as education, training, and interests. Classification tests are of several kinds, but for the most part are designed to measure an individual's aptitude, or capability for learning, rather than his achievement. Enlisted classification tests consist of initial screening tests for enlistment, the Navy Basic Test Battery, and special tests designed for specific screening and selection purposes.

INITIAL SCREENING TESTS

In common with the other Armed Forces, the Navy tests all potential active duty recruits before they are enlisted. The following tests are used:

- The Armed Forces Qualification Test (AFQT) — Administered to all male applicants for military service. It measures ability to acquire military training. The score attained on this test is recorded in the service record of the individual and is used for initial enlistment purposes.
- The Applicant Qualification Test (AQT)— May be administered to male applicants for the Regular Navy as a selection instrument preliminary to the AFQT. It is functionally comparable to the AFQT.
- The Armed Forces Women's Selection Test (AFWST) — Administered to women applicants for enlistment and is similar to the AFQT, except that it does not contain sections on mechanical knowledge.
- The Women's Enlisted Selection Test (WEST) — Administered to women applicants for enlistment. Similar in nature to the AFWST, it is used as a preliminary screen for the AFWST, in a manner analogous to the use of the AQT for men.
- The Short Basic Test Battery (Form SB)— Form SB is a short form of the Basic Test Battery and is administered to certain high school students at Main Recruiting Stations and at Class "A" Sub-Stations to aid in the selection of personnel for the High School/Junior College Graduate Training Program. The test is also used to determine eligibility for enlistment in the Naval Reserve 2 x 6 Program and to screen applicants for some special Navy programs.

BASIC TEST BATTERY (BTB)

The Basic Test Battery is administered at Recruit Training Centers and measures general aptitudes in specified areas. It is designed primarily as a measure for determining minimum eligibility for service schools and for rate training in the Naval Reserve. The BTB is composed of the following tests:

- General Classification Test (GCT) — Measures ability to learn and think, as demonstrated in understanding of relationships between words and ideas. This is not an "IQ" test but is principally a measure of a person's ability in the area of verbal reasoning.
- Arithmetic Test (ARI) — Measures ability to use numbers in practical problems including ability to perform arithmetical computations and to reason in arithmetical terms.
- Mechanical Test (MECH) — Measures aptitude for work of a mechanical nature and knowledge of mechanical and electrical tools, principles, and operations.
- Shop Practices (SP) — The SP test contains questions concerning information one might acquire in high school shop courses.
- Clerical Aptitude Test (CLER) — Measures ability to observe details rapidly and accurately and is a test of speed of response.

SPECIAL CLASSIFICATION TESTS

Several special tests have been developed to meet specific needs. These include the following:

- Electronics Technician Selection Test (ETST) — The ETST determines abilities specifically related to successful completion of electronics training. It measures familiarity and understanding in the fields of mathematics, science (physics), electricity, and radio.
- Radio Code Test (RADIO) — The RADIO measures speed of response to sound code and provides a measure of ability to learn radio code. It is used as an aid in selecting enlisted personnel for training as radio code operators.
- Sonar Test (SONAR) — The Sonar Pitch Memory Test (SONAR) measures ability to make

accurate discrimination between tones of different pitch. It is used as an aid in selecting candidates for training as sonar operators.

- Foreign Language Aptitude Test (FLAT)—The FLAT was developed to aid in the selection of personnel for foreign language training. Officer and enlisted personnel are tested at certain enlisted classification units. Arrangements are made by the individual, using the BUPERS letter of notification as authority for test administration. FLAT is also used in selecting personnel for the CT(I) (Interpretative) rating, and is given to all recruits being administered the ETST. In addition, FLAT is administered to personnel being ordered to a duty assignment that requires knowledge of a foreign language.

- Advanced Technicians Test (ATT)—The ATT is designed to provide effective screening methods in selection of enlisted personnel for advanced training. The ATT consists of items pertaining to reading comprehension, mathematics, physics, and electricity. The test is administered to petty officers with less than 12 years of service if they have not previously been tested. Personnel in pay grade E-3 may also be tested when they are applying for courses of training which have cutting scores on the ATT as prerequisites.

TEST INTERPRETATION

In employing a test, a particular problem is that of test score interpretation. Raw scores (number of correct answers) are difficult to interpret because of differences in the number of questions and differences in difficulty in different tests. A raw score in itself cannot indicate how well or how poorly a man has done on a test. For example, if a man has 25 correct answers, his raw score is 25, but for this to be meaningful we must know if he had 25 correct answers out of 25 questions or 100 questions. Also it is necessary to know how many answers he should have been expected to get right and how well others who took the test did.

Percentile scores are inappropriate for use because of statistical problems created in adding scores of different tests, as is done to obtain cutting scores for various sections.

The solution to this problem came through devising and adopting a scoring system called the Navy Standard Score (NSS). This system provides standardization in test score recording and greatly eases the function of score comprehension, comparison, and interpretation.

NORMAL CURVE

The Navy Standard Score system was developed with the normal curve of distribution (or normal probability curve) as one of the basic factors. This curve is popularly known as the "bell-shaped curve" because of its characteristic shape. It is the theoretical curve that would result from plotting the measurements of a very large number of people on many basic characteristics, such as height, size of feet, and some psychological factors. (The normal curve is called theoretical because most curves developed from actual data are not perfectly normal and symmetrical, but approximately so.) For instance, if we chart on a graph the heights of a very large number of persons taken at random from the general population, a large proportion of the cases will be grouped in the middle heights and the number of cases will grow smaller as you go toward either the extremely tall or the extremely short. This characteristic is sufficiently predictable that statisticians have computed the approximate percent that will fall in each section of the graph. Figure 4-8 shows this theoretical normal distribution as applied to height represented on a bar graph and on a curve. Both of these graphs are developed by indicating the heights in feet and inches along the lower edge and the number of cases on the perpendicular. The larger the sample, the more symmetrical the curve becomes. The same kind of graph develops when test scores are charted in the same manner.

Mean, Median, and Mode

The terms mean, median, and mode are all measures used to describe any kind of distribution, including the normal probability curve. The MEAN (abbreviated M) is simply the average—the sum of all scores divided by the number of individuals. The MEDIAN (abbreviated Md. or Mdn.) is the midpoint of the distribution—the point that divides the group exactly into halves. If there were exactly 1000 cases, the median would fall between cases 500 and 501; if there were 999, the median would fall at the 500th case. The MODE (abbreviated Mo.) is the point on the curve where the largest number of cases fall. All three of these terms could represent the same point, and on a completely normal curve they would do so. Most distributions, however, are approximately rather than perfectly normal, so that each of the three may be at a slightly different point.

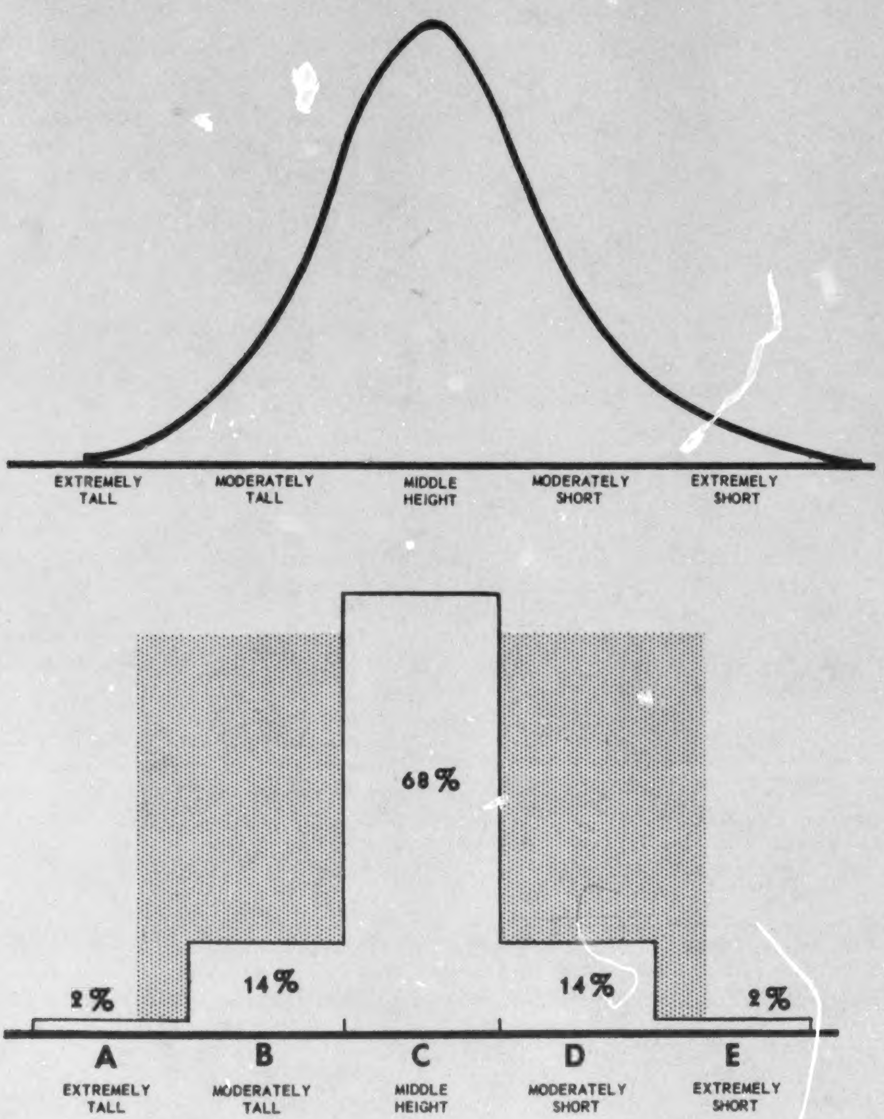

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Figure 4-8.—An approach to normal distribution represented by the normal curve and by a bar graph.

CONVERSION OF TEST SCORES

When there are enough individual scores to establish a normal curve, any one of several things can be done to convert the raw scores into something more meaningful. Also, by using these converted scores, it is possible to express the results of different tests in the same terms and to compare them.

A RAW SCORE on a test results from counting the errors and omissions and deducting the number of points thus computed from the number of items in the test. This score tells only that the subject answered correctly a certain number of items.

A PERCENTILE SCORE is a number representing the relative position of each individual with respect to his group on a given characteristic: height, size of feet, or raw score on a test. If a man obtains the highest score on a test, his percentile score will be 100%. A percentile score of 65% means that about 34.5% of the other examinees had higher raw scores; while about 64.5% had lower scores.

As mentioned earlier, raw scores on Navy Classification tests are converted to Navy Standard Scores. STANDARD SCORES reflect the individual's distance from the mean in terms of the standard deviation of distribution. The STANDARD DEVIATION (SD) is a measure which summarizes in one number the deviations of all the individual scores from the mean score. The STANDARD DEVIATION has a common meaning for all normal curves regardless of the characteristic being measured; i.e., any given number of standard deviation units always represents a given proportion of individuals. For instance, the proportion of individuals falling below a score equal to one standard deviation above the mean is always about 84% in any normal curve. (Since actual data distributions seldom conform exactly to the normal curve, the percentage will vary slightly in actual samples.)

The test scores entered on page 3 of a Navy enlisted man's service record (see fig. 4-6) are Navy Standard Scores. Since they are already converted, they have the same meaning whatever test they may refer to. All Navy Standard Scores are based on a mean of 50 and a standard deviation of 10 for a typical long term recruit input. Since the quality of input varies over short periods of time.

Figure 4-9 shows the table which can be used for converting Navy Standard Scores to percentile groups. In this table the mean and median are established as occurring at a score of 50. A score of 50, therefore, on any test to which this table applies is an average score in the tested field as compared with other naval personnel tested.

The table is of use in determining not only an individual's position on a given test in relation to others who took the test, but also in comparing the aptitudes of the same individual as determined by his scores on different tests.

Rating	Navy Standard Score	Ranking with other enlisted personnel	Approximate proportion of all enlisted personnel in each category
1. High	65 and higher	Upper 7%	1/12th
2. Substantially above average	55 to 64	Next 24%	1/4th
3. Average	45 to 54	Middle 38%	1/3rd
4. Substantially below average	35 to 44	Next 24%	1/4th
5. Low	34 and below	Lower 7%	1/12th

52.20

Figure 4-9.—Table for interpreting Navy Standard Scores in terms of percentile groups.

Taking a hypothetical case: John Smith scores 53 on his General Classification Test, 43 on his Arithmetic Test, 65 on his Mechanical Test and 54 on his Clerical Test. From this pattern and referring to the Interpretation Table we see that he is in the average group in learning ability (GCT), slightly below the average group in arithmetical reasoning ability (ARI), well above average in mechanical aptitude and knowledge (MECH), and average in aptitude measured by the Clerical Test (CLER). On initial observation and without the benefit of the several other factors used in selection, Smith's test pattern would indicate that he should do well in training of a mechanical nature. We can also compare Smith's test achievement with the test achievement of any other man or its relation to that of the naval enlisted population as a whole.

INTERVIEWING AND SELECTION

Although scores on the Navy Basic Test Battery provide essential information to classification interviewers and others who influence a man's assignment to school or duty, they are, quite properly, not used alone. Page 3 of the enlisted service record (fig. 4-6) contains considerable information obtained by the classification personnel who interview the man during his recruit training. This information is used in making his first assignment following recruit training and should be considered in connection with later assignments.

INFORMATION OBTAINED AND GIVEN

Classification interviewers who prepare this page are trained to elicit from the recruit not only the facts regarding his previous education, training, and work experience but also his reactions to these various experiences. They inquire into a man's occupational interests and the background of those interests. Where they encounter interests that appear to be based on superficial reasons or incorrect information—such as supposed prestige of a particular rating or a desire (unsupported by qualifications) to follow in the footsteps of an admired older Navy man—they provide occupational facts and in other ways help the man to clarify his thinking. The purpose of this stage of the interview is to obtain, both for the classifier and for the recruit himself, as clear a picture as possible of the interviewee's background and of his realistic occupational interests.

When the information is as complete as possible, the interviewer helps the recruit to interpret the composite picture of his background, his interests, and the aptitudes he has displayed on the Navy Basic Test Battery. He is then ready to make an informed selection of the general occupational area he will enter in the Navy. Classification interviewers are cautioned to avoid talking to the recruit in terms of too narrow an occupational field. It is not particularly their task to channel recruits into an exact petty officer rating, unless the man is being assigned directly from recruit training to a Class A school. For most recruits, it is much better to locate only the general area of the man's occupational interests and aptitudes. In pay grades E-2 and E-3 he will have a chance to explore the possibilities of various ratings. Sometimes a man may not qualify for one rating in the general field of his interest but may be satisfactory for another in the same general area.

When a recruit's scores and other qualifications make him eligible for one or more Class A schools, he is recommended for one or more of these schools. The recommendations are reached jointly by the recruit and the counselor. Since many recruits are being interviewed, with selection to be made from those best suited in both aptitudes and interests, the interviewer is not, at this stage of the interview, in a position to tell the man definitely whether he will be sent immediately to a particular school or not. If not selected for the school first recommended, there may be another school available, or he may be ordered to sea and strike for a rating. In the latter case he may receive training either on-the-job or by later assignment to school.

USE OF CUTTING SCORES

Through experience, qualifying scores on significant tests of the Navy Basic Test Battery have been established for each of the Class A schools. These scores are furnished to personnel concerned with occupational counseling and school selections as the minimum requirements for successful completion of the instruction currently being given in the school in question. Selection of trainees with lower scores is generally regarded as unwise, for statistically such a man is a poor risk. The importance of motivation and hard work is not discounted, but even with these, a man who lacks the requisite aptitude will have real trouble. Those who make selections or recommend applicants for schools are doing a trainee no favor if they are instrumental in his assignment to a school for which he is not qualified. Even genuinely interested trainees become disheartened if the pace is too fast.

When more than enough qualified applicants are available, the best are selected. The supply of available applicants may later dwindle. If so, some calculated risks may be taken by waiving certain points, which of course tends to increase attrition in the schools. The applicant who is deeply interested in a particular school but lacks adequate scores for immediate assignment should be advised of the possibility of qualifying later. Classification interviewers are instructed to give this kind of information, and officers concerned with recommendations for or assignment to schools should also make this their responsibility.

Navy policy encourages frank discussion with the enlisted man regarding his aptitudes as shown by his Navy Basic Test Battery scores. If other information about him gives reason to believe the test scores do not describe him accurately, he may be retested in accordance with the criteria given in the Manual of Enlisted Classification Procedures. The cases are few, however, where retesting has resulted in an important change in scores.

Although adequate test scores are necessary, they alone cannot ensure a trainee's success in a school or in a rating. Motivation, or the lack of it, also plays a vital role. Men with high test scores have been known to fail when assigned arbitrarily to schools in which they have no interest. This is one of the reasons for emphasis on the man's interest. Another is that while a self-disciplined and conscientious man may succeed for a limited period even in an occupation he dislikes, he is unlikely to do his best work there or to make it his career. It is, therefore, for the Navy's long-term benefit to channel men into occupations for which they have both aptitude and interest.

Special Enlistment Programs

Sometimes, to meet a current manpower need, recruiters are directed to emphasize enlistment of personnel who have aptitudes for or interests in certain fields. These recruits are then guaranteed training in specific occupational fields (e.g., electronics or aviation). If the recruit later wishes to change his mind he is usually permitted to do so and enter another available enlisted occupational field, but the Navy is obligated to give him the program designated if he still desires it on completing recruit training. Eligibility for these programs is established by high school graduation and aptitude test scores that are average or better.

NAVAL RESERVE ENLISTED CLASSIFICATION

The mission of the enlisted classification program could not be accomplished effectively if it were not projected as completely as possible into the Naval Reserve. A strong trained Reserve is of little value unless it can be accurately and expeditiously mobilized and assigned to active duty billets relatable to the skills and knowledge of recalled personnel. Accurate identification of the billets that Reserve personnel will fill and of the people who will function in them is mandatory to meet mobilization objectives.

The organization of the Naval Reserve requires two separate approaches to the classification of enlisted reservists. One provides for full classification of enlisted Reserve Personnel attached to drilling units at Naval Reserve training centers. The second approach involves a more limited classification of all other inactive enlisted Reserve personnel.

DRILLING UNIT MEMBERS

Full classification of Reserve personnel is limited to those Reservists who become identified strikers, those who are rated, and those who affiliate with a unit after completion of obligated active duty.

Male applicants who enlist in the Naval Reserve 2 x 6 program are administered the Short Basic Test Battery prior to enlistment. The RADIO and SONAR tests are administered, as applicable, to 2 x 6 personnel (E-1, E-2, E-3 pay grades) before going on active duty or becoming identified strikers. Scores attained on all tests are entered in terms of Navy Standard Scores on a page 13 entry. Personnel in the 2 x 6 program are fully classified upon reporting for active duty.

OTHER RESERVE PERSONNEL

Enlisted Reserve personnel in the active status pool who are not attached to drill units at a Reserve training center are not available, for the most part, for classification service. They, as a rule, do not meet together and are often widely situated and removed from any source of classification service, except by mail. Therefore, the only practical method for obtaining significant data upon which to base a classification record from these personnel is by questionnaire. The Inactive Personnel Classification Questionnaire is sent periodically to enlisted reservists not affiliated with drill units. It is completed by the reservist and returned to the Naval Reserve Manpower Center where it is analyzed by trained enlisted classifiers. On the basis of the questionnaire and of his service record the reservist's rating and Navy enlisted classification code are reviewed and his civilian occupation is analyzed to determine the adequacy of the assigned civilian occupational code.

The data generated by either of the two classification processes are reported through the manpower information system to those levels of command which will be responsible for the selective recall of enlisted Reserve personnel in the event of an emergency. In this way, it is possible to match either naval or civilian skills of personnel in the Naval Reserve to active Navy billet requirements in time of war. The importance of this is readily apparent when we note that many civilian skills are directly convertible to Navy requirements and many more can be so converted with but little additional technical training.

SUMMARY

The Navy enlisted occupational structure must provide for personnel who possess the military and professional requirements necessary to operate, maintain, and repair the highly complex modern fleet and its supporting shore facilities. Recruitment, training, and utilization of manpower, both on active duty and in the Reserve, depend upon accurate description of duties performed and of the skills and knowledge required for that performance.

The rating structure, through which the Navy has traditionally described its enlisted occupations—as applied both to the individual and to the billet he occupies—remains the basic occupational structure. Since World War II it has been revised and adapted to provide for increased specialization, for the training of reservists, and for their rapid mobilization to augment the active duty fleet. A close alignment has been maintained between increased competence and advancement in pay and status.

Supplementing the rating structure is the Navy enlisted classification system which provides for coding individual potentialities as trainees or strikers and special skills not described by rates. This system, also, is adapted to both the active duty Navy and the inactive Reserve, to peacetime operations and to mobilization.

Through the enlisted classification program, the necessary functions of testing, interviewing, selection of personnel, identification of personnel and requirements, and recording and reporting of data are carried on throughout the Naval Establishment. These processes require, and include, the development of adequate testing facilities for determining aptitudes of personnel, and interviewing techniques that will elicit full information and assist Navy men and women in selecting suitable and satisfying careers in the naval service. The classification test battery, its results interpreted in Navy Standard Scores, provides the measuring facilities. Enlisted classification personnel are trained for the interviewing jobs. The results of these two steps are recorded and used in initial selection. They are available for use in future assignments of each individual and should be used.

Procedures are provided for keeping the enlisted occupational structure current with developments in the Fleet through changes in the rating structure and the NEC system. The Manpower and Personnel Management Information System (MAPMIS) provides the communications necessary to promote effective manpower utilization. The degree of efficiency achieved, however, depends at all times on the extent to which all commands understand the system and the conscientiousness with which each individual involved carries out his responsibilities.

CHAPTER 5

CIVILIAN OCCUPATIONS AND CLASSIFICATION

The Department of the Navy is one of the largest and most complex industrial enterprises ever created in the United States. Civilian employment reached more than 700,000 during World War II and, at the present time, numbers about 350,000. The employees are divided between the departmental service and the field service: they may also be divided into categories known generally as the "white-collar" and "blue-collar" employees. The blue-collar workers outnumber the white-collar workers.

The departmental service of the Navy is the executive part of the Naval Establishment from which emanate the broad policies underlying command and administrative direction of the Operating Forces and shore (field) activities. Positions in the departmental service are usually, but not necessarily, located in the Washington, D.C. area.

The field service includes civilian personnel who are not a part of the departmental service. It includes both white-collar (graded) and blue-collar (ungraded) civilian components of Operating Forces and shore (field) activities of the various headquarters offices. Positions in the field service are usually, but not necessarily, located outside Washington, D.C.

The Office of Civilian Manpower Management (OCMM) has been charged with responsibility for the various factors involved generally in Navy civilian personnel administration. *Navy Regulations* requires that all commanding officers and other persons in the Naval Establishment who are concerned with civilian personnel employment and administration must be governed by all the applicable legal and regulatory provisions.

The *Federal Personnel Manual* (FPM) published by the Civil Service Commission (CSC) is the basic source document for the administration of civilian personnel. The CSC develops regulations and issues instructions to implement laws and Executive Orders concerning civilian employees. The FPM and directives of the Department of Defense govern policy and programs for Navy civilian personnel.

Qualification standards and position classification standards published by CSC (and those published by the Department of the Navy for positions that are not common to other agencies) govern requirements to be met to be eligible for a particular position and provide guidelines for classifying positions.

Civilian Manpower Management Instructions (CMMIs), which supplement the FPM, are detailed regulatory guides published by OCMM for the Department of the Navy and have the same force and effect as *Navy Regulations*. The CMMIs have been established to ensure efficient use of available manpower while maintaining good morale among civilian employees in order to render the best possible service to the Navy.

The naval officer should be aware of the CMMIs and other legal and regulatory controls, have an understanding of the systems under which they operate, and understand their applicability to the operations for which he is responsible.

GRADED AND UNGRADED POSITIONS

Positions as structured by supervisors, and applicable evaluation (position classification) standards are the basic elements of civilian classification. The term "position," as used in reference to Navy civilian classification, means a specific aggregate of duties and responsibilities in a work assignment to be performed by one employee during his full work schedule. The *Federal Personnel Manual* defines a position as "the work, consisting of the duties and responsibilities, assigned by competent authority for performance by an officer or employee." Navy civilian positions fall into two general categories—GRADED and UNGRADED.

The graded (white-collar) category includes practically all office, technical, administrative, scientific, and engineering positions. Nearly all of the positions in the departmental service are of this type; they are also called General Schedule Positions, "Classification Act" positions, or "per annum" positions because the graded or white-collar positions are subject to the provisions of Chapter 51, Title 5 of the U. S. Code (formerly the Classification Act of 1949, as amended).

The ungraded positions are mostly in the blue-collar category which covers workers in the crafts and trades, skilled mechanics, semiskilled workers, laborers, and helpers in the crafts and trades. Blue-collar ungraded positions are sometimes called "wage board positions" because the pay rates are set by wage board procedures, and are based on prevailing rates in industry. The pay of nearly all of the ungraded positions is now based on hourly rates, but because workers in these positions used to be paid by the day, they are still called "per diem" positions.

Chapter 51, Title 5 of the U. S. Code (formerly the Classification Act of 1949, as amended) differentiates between these two categories — the graded and the ungraded. Graded employees are subject to the provisions of Chapter 51. "Employees in recognized trades or crafts, or other skilled mechanical crafts, or in unskilled, semi-skilled, or skilled manual-labor occupations, and other employees including foremen and supervisors in positions having trade, craft, or laboring experience and knowledge as the paramount requirement" are exempt from the provisions of Chapter 51, Title 5, USC. Whether particular types of positions are trades, crafts, or manual-labor occupation positions within the provisions of Chapter 51, Title 5 of the U. S. Code depends primarily on the facts of duties, responsibilities, and qualification requirements. Section IV of the General Introduction to CSC Classification Standards provides guidance in distinguishing between graded and ungraded positions, particularly those of a borderline nature.

Classification Act positions are paid under the General Schedule; salaries are legislated by Congress and apply nationwide. Wage board positions are paid the prevailing rates that apply in industry; the rates vary from one locality to another as determined by wage board surveys in a particular area.

OTHER PAY SYSTEMS

A substantial number of Federal employees are paid under pay systems other than the General Schedule or prevailing rate systems. The smaller systems are recognized or established by exclusions in Section 5102 of Title 5, USC or by direct legislative authorizations, often in substantive acts applicable to specific agencies. Pay rates under these systems may be established by statute, by administrative action in the agencies concerned, or by a combination of both (i.e., by agency action within guidelines prescribed by law). These systems are discussed in FPM 534; some examples are:

- Employees at the Naval War College, Naval Academy and Naval Postgraduate School.
- DOD overseas teachers.
- Coast Guard lighthouse keepers.
- Commissioned personnel of the Public Health Service, Maritime Service, and Coast and Geodetic Survey.
- Physicians, dentists and nurses of the Veterans Administration.
- Trainees in Government hospitals.
- Employees of the Tennessee Valley Authority (TVA) and the Atomic Energy Commission.

In addition to the examples mentioned there are approximately ten other systems.

POLICIES AND PROCEDURES FOR GRADED POSITIONS

The policies and procedures controlling graded positions are based on the Federal position classification plan. Under the plan, graded positions are placed in classes according to their duties, responsibilities, and qualification requirements; salaries are fixed on the principle of equal pay for substantially equal work. (This latter principle applies within pay systems, between statutory pay systems, but not necessarily between the statutory pay systems and the ungraded pay system.)

CLASSIFICATION PLAN

The Federal position classification plan originated with the Classification Act of 1923. That act was amended several times and was replaced by the Classification Act of 1949. The 1949 Act also has been amended and otherwise interpreted and supplemented, but it remains the principal legal authority for classifying positions within the Federal Government. (While its correct citation is Chapter 51, Title 5, USC, the term

"Classification Act" is used for brevity in further references in this text.)

The primary objectives of the Federal Classification plan are:

1. Pay is to be based on the principle of equal pay for substantially equal work.
2. Differences in pay are to be in proportion to substantial differences in difficulty, responsibility, and the qualification requirements of the work performed and to the contributions of employees to efficiency and economy.
3. The position classification plan should facilitate all phases of personnel administration.

The Classification Act includes a pay plan as well as a classification plan. The pay plan consists of the General Schedule (GS) of salary rates for 18 grades and rules for use of the rates. The classification plan provides general definitions of the 18 grades into which all positions under its coverage are placed and specifies the authority of the Civil Service Commission and the agencies, as well as general classification procedures. It does not, however, prescribe the occupational groupings for positions or evaluation methods; the development of these features of the plan are responsibilities of the Civil Service Commission.

The structure of the Federal classification plan beyond the 18-grade statutory framework involves several groupings of positions, a related coding system, and the application of certain standards. Together, they provide a framework for the classification of positions. For an outline of the entire plan showing a division of the General Schedule into occupational groups and series and for series definitions, see the Handbook of Occupational Groups and Series of Classes Established Under the Federal Position Classification Plan, a Civil Service publication. The basic handbook, published in 1958, is supplemented by bimonthly installments. NAVEXOS P-2440, Navy Series and Title Guide for Positions Subject to the Classification Act, supplements this handbook by coverage of Navy positions not common to other agencies. This handbook and guide are available for reference in the civilian personnel office of naval activities and headquarters offices.

Occupational Groups and Series

Under the position classification plan, there is one "General Schedule" of grades covering all positions that are subject to the Classification Act. Certain types of Navy positions are specifically exempt from this coverage; for instance, ungraded positions, certain positions outside the Continental U.S. occupied by foreign nationals, and Public Law 313 positions. (Public Law 313 is now designated 10 USC 1581.) PL 313 positions are top-level positions authorized for research and development work relating to the national defense, requiring the services of specially qualified scientific or professional personnel. Other Navy positions involving a wide variety of professional, technical, administrative, and clerical occupations are classified in the General Schedule.

The broadest grouping of positions under the General Schedule in terms of the kind of work performed is referred to as an OCCUPATIONAL GROUP. Examples of occupational groups are shown in figure 5-1; i.e., the Engineering and Architecture Group, the Accounting and Budget Group, the Supply Group, et cetera.

Each occupational group is divided into areas of work specialization. The Engineering and Architecture Group, for example, includes work in civil engineering, mechanical engineering, and many other engineering fields. This lesser division is called a classification SERIES, a kind-of-work grouping that consists of all positions that are sufficiently similar with respect to the subject matter of the work performed to receive similar treatment for personnel purposes.

Usually the classification series is the finest occupational breakdown needed for personnel administration purposes. For some types of work, however, specializations or options are established within a series to provide a basis for selective recruitment of personnel having a more specialized knowledge and experience. In such cases, the basic knowledge requirements of the series pertain to all options, but there is an additional, more specialized knowledge requirement for each of the recognized options. For example, within the Mechanical Engineering Series, positions may be found to specialize in such areas as industrial equipment, ordnance, utilities, and instrumentation and control. When such specialization is needed, options are used to designate the specializations, and are made a part of the official titles of the positions involved.

Grouping positions into classification series makes it easier to designate lines of promotion. It also aids in determining appropriate reassignments in reduction in force, and makes possible the announcement of a single set of examinations

Occupational Group	General Administrative, Clerical, and Office Services Group, GS-300				Accounting and Budgeting Group, GS-500				Engineering and Architecture Group, GS-800				Supply Group, GS-2000			
Classification Series Code and Title	Secretary Series, GS 318	Clerk-Typist Series, GS-322	Management Analysis Series, GS-343	Teletypist Series, GS-385	Accounting Series, GS-510	Accounts Maintenance Clerical Series, GS-520	Military Pay Series, GS-545	Budget Administration Series, GS-560	General Engineering Series, GS-801	Civil Engineering Series, GS-810	Mechanical Engineering Series, GS-830	Naval Architecture Series, GS-871	Distribution Facilities and Storage Management Series, GS-2030	Preservation and Packing Series, GS-2032	Stock Control Clerical Series, GS-2040	Supply Cataloging Series, GS-2050
Grade 15			15		34			11	181	3	29	44	1			
14			42		110		1	95	463	5	99	87	2	2		3
13			95		260		2	87	901	46	400	181	4	1		5
12			211		385		2	166	739	115	678	225	21	10		15
11			355		568	1	8	233	279	156	743	265	31	15	2	54
10	2		18		8	1	4	22	3				9	5	10	1
9	24		353		267	11	23	280	43	45	289	100	37	35	20	151
8	48		4	7	1	12	14	16					10	1	45	2
7	205	4	138	13	102	79	42	169	14	31	196	50	23	8	136	174
6	899	4		43	2	159	75	8					8	1	295	3
5	1821	195	51	178	30	692	241	22	4	11	89	19	11		1344	89
4	578	2074		297		1492	509							1	3344	126
3	1	7537		52		301	51						1		1362	6
2		576					1								128	
1																

86.2

Figure 5-1.— Examples of grouped positions under the General Schedule of the Classification Act.

for all positions involving work of the same KIND (though at different levels).

Grades

Positions within each series are next ranked or graded in order of degree of difficulty and responsibility. The Classification Act requires that each position subject to the Act be appropriately graded and classified. The General Schedule, which comprises 18 grades (GS-1 through GS-18), covers all positions that are allocable to the various grades under the Classification Act.

A grade has no relation to the kind or subject matter of work performed; it is concerned only with the level of difficulty and responsibility entailed. A grade includes all positions, regardless of the occupational skill involved, whose difficulty, responsibility, and qualification requirements are sufficiently similar to warrant their being placed in one of the ranges of rates of basic compensation provided by the Classification Act.

There is no statutory limitation on the number of positions in grades GS-15 and lower that an agency may have, (except, of course, the ceiling limitations associated with budgeting). However, Congress has established limitations on the number of positions which may be allocated to GS-16, GS-17, and GS-18 (usually referred to as supergrade positions). (An exception to these numerical limitations exists for professional engineering positions primarily concerned with research and development, and professional positions in the physical and natural sciences and medicine, though CSC must still classify these nonquota positions.)

Because of the many thousands of positions that must be placed in each of the 18 grades under the Act, each grade necessarily includes positions representing a range of difficulty and responsibility.

We may think of all the positions in an organization as represented along a vertical line of difficulty and responsibility. At the bottom are the positions involving work of the lowest degree of difficulty and responsibility. At the top are the most complex types of executive positions.

In this ascending scale, it is not always possible to discriminate sharply and precisely between the difficulty and responsibility represented by the top of one grade and that represented by the bottom of the next higher grade. Instead, grades must be considered as separated from each other by border zones of difficulty and responsibility. When a position falls in this border zone, with characteristics of both grades, it is hard to determine which of the two is more appropriate for the position. The procedure followed in this case is to place the position in the grade of which it is more typical, if this can be firmly established. If it cannot, Navy policy calls for the position to be placed in the higher of the two grades. Thus, in actual practice, there might be a greater difference or range of difficulty within a grade than between two positions in two different grades.

Class of Positions

All positions that belong in the same classification series and involve work of the same grade level constitute a class of positions. Included are all positions sufficiently similar as to (1) kind or subject matter of work, (2) level of difficulty and responsibility, and (3) qualifications required to perform the work, to warrant similar treatment in personnel and pay administration. This is illustrated in figure 5-1; each small rectangle denotes a class.

As shown in figure 5-1, all positions that belong in the Mechanical Engineering Series of the Engineering and Architecture group, and that involve work at the grade 9 level, constitute a class of positions. Another class would consist of all positions that belong in the Distribution Facilities and Storage Management Series of the Supply Group, and involve work at the GS-12 level.

Codes and Titles

For precise identification and administrative convenience, code symbols have been assigned to the occupational structure. In effect, the code identifies the series and grade level to which a particular position has been assigned. The three-part code has a symbol for the schedule, series, and grade:

1. The symbol for the General Schedule is GS.

2. The series symbol is expressed numerically. (Each occupational group has been assigned a number of an even hundred, i.e., 200, 800. The various series within that group are assigned numbers within that hundred. Thus the code number 810 applies to civil engineers; a mechanical engineer would be number 830.)

3. The final symbol of the code structure is the General Schedule number of the grade. For example, the code for all General Schedule grade 12 Supervising Mechanical Engineer positions is GS-830-12. This complete code with title designates the CLASS of position.

The Classification Act provides that the official class titles are to be used for personnel, budget, and fiscal purposes, but this requirement does not prevent the use of organizational or other titles for internal administration, public convenience, law enforcement, or similar purposes. Thus an agency could authorize a GS-14 Supervisory Chemist, for example, to use a title in correspondence or professional articles such as Senior Research Associate, or Chief, Chemistry Division.

Published CSC and Navy standards specify the official class titles to be used for Navy positions. There are, in addition, certain general prescriptions concerning the use of titles, which are set forth in the Introductory Material to Position Classification Standards for Positions Subject to the General Schedule, Section III, Titling Practices. These include a statement of the principles to be followed in titling supervisory positions and the principles to be followed in using parenthetical words such as "Typing" and "Stenography" after certain class titles. These prescriptions are considered to be part of the standards, and are published in the Introduction because they have general applicability.

Authority for establishing additional class titles for occupations covered by printed standards is centralized in the Standards Division, Bureau of Programs and Standards, United States Civil Service Commission. It is recognized that the classes and specializations covered by published standards may be subject to change as functions or qualification requirements change. To meet this situation, the Civil Service Commission, upon receipt of adequate and complete supporting information in writing, will consider altering the class structure to allow for the proper identification of new specializations or needed combinations. The Office of Civilian Manpower Management in Washington, D.C. submits such recommendations to CSC for all Navy changes.

Keeping the Classification Structure Current

Because occupations themselves are dynamic and changing and because new occupations emerge from time to time, it is necessary for the Government's occupational structure to be flexible in order to keep pace with the changes.

The Commission has a number of means for keeping abreast of occupational changes and is continuously revising the occupational structure, as well as its standards, to keep up with changes. For example, in response to the advent and development of the digital computer, the Commission defined and developed standards for a group of new digital computer occupations. The development of these standards to facilitate personnel activities in the computer field has contributed to the Government's progress in automatic data processing.

Similarly, in response to the development of nuclear energy, two new series—Nuclear Engineering and Health Physics—were recognized and defined. The Commission is also in close touch with unfolding aero-space activities and occupations. The Astronomy series has been redefined as the Astronomy and Space Science Series, and Aero-space Engineering Series has been defined in lieu of the former Aeronautical Engineering Series. The Navy (OCMM) as well as the Commission is making further studies in many occupational fields to determine the need for other changes.

STANDARDS

While the Classification Act provides the framework for a position classification plan, it is not, alone, an adequate guide for determining the proper class and grade of any position. The law itself recognizes this fact and directs the Commission to prepare and publish position classification standards as a means of implementing the plan.

The Civil Service Commission prepares and publishes two sets of standards: qualification standards and classification standards.

- A qualification standard describes the knowledges, abilities, and skills required to predict potential for successful performance of the duties of a class of positions as well as a means for determining that applicants possess this potential. A prospective employee must meet the qualification standards for the position for which he applies. Qualification standards are published in Qualification Standards for White Collar Positions Under the General Schedule, Civil Service Handbook X-118. (The Job Qualification System for Trades and Labor Occupations, Civil Service Handbook X-118C contains the standards (approved job elements) for blue-collar positions.)
- A position classification standard describes the duties, responsibilities, and qualifications required for full performance for a class of positions. It distinguishes one class of positions from another under the position classification plan. Position classification standards are published in Position Classification Standards for Positions Subject to the General Schedule. The law requires that agencies classify positions in conformance with, or consistent with, these standards. (The Job Grading System for Trades and Labor Occupations explains the grading, titling and coding of blue-collar positions.)

Both standards (classification and qualification) are interdependent products of one overall study, and are normally prepared concurrently after a thorough occupational survey. Intelligent use of either standard requires an understanding of its counterpart.

Uses of Standards

Standards are a necessary tool for placing positions in their proper classes, as required by the law. However, they also serve other important purposes. They establish a logical structure of occupational relationships in terms of kind and level of work, and qualifications required. This permits identification of career ladders, suitable recruiting sources, and placement opportunities. Thus, standards are a fundamental part of the Federal personnel system, and serve as useful tools of management in accomplishing agency programs. By means of the standards, management can anticipate the consequences that will result from various possible management decisions in terms of classification grades and pay, and the qualifications that will be required of employees. These management decisions could, for example, involve structuring duties of positions so as to conserve professional skills which are in short supply by making maximum use of technicians, or could involve organizing work in such a way as to provide cross-occupational training and promotional opportunities.

Applying Standards

Standards are prepared on the assumption that the people using them are either skilled personnel management specialists or managers who are highly knowledgeable about the occupations which are basic to the organizational units for which they are responsible. Regardless of the specific form of the standard being used, it is to be considered and interpreted as a guide to grade level decisions made under authority given agencies by 5 USC 5107. Proper application of a standard requires this approach rather than just a mechanical matching of specific elements, statistics, duties, or even entire jobs. This is true whether the principal method of defining grade levels in a standard is the use of narrative description or the application of quantitative criteria, or both. Judgment must be used in determining the extent to which the specific job being classified fits in with the intent of the standard.

Standards as Criteria For Evaluation

Standards do not attempt to describe all possible combinations and permutations of characteristics or duties which may constitute individual positions. With the rapid technological changes taking place in many occupations, this would be an impossibility. Moreover, an attempt at complete description would lead to undue length, and would tend to obscure those elements which are really significant for classification purposes. Instead, standards are designed to provide, and focus on, criteria which are significant for classification purposes. Using this approach, it has in some instances been possible to develop generalized classification criteria which are applicable to comparable positions in varying occupational fields or specialties. (See figure 5-2.)

Obviously, then, the omission of certain specific duties or characteristics of a position in standards does not preclude correct classification of that position. The position as a whole always must be evaluated against the standard. A grade represents a band or range of difficulty and level of work, and a class may encompass a considerable variety of specific types of duties at the same grade level. Consequently, care must be taken to ensure that the classification decision is in harmony with the total concept of the grade as depicted in the standard.

Duties or characteristics which set a position apart from the criteria in the standard may serve as a basis for the classification of the position if they clearly affect the difficulty and responsibility of the work, and the level of qualifications required to perform it.

Importance of the Intent of a Standard

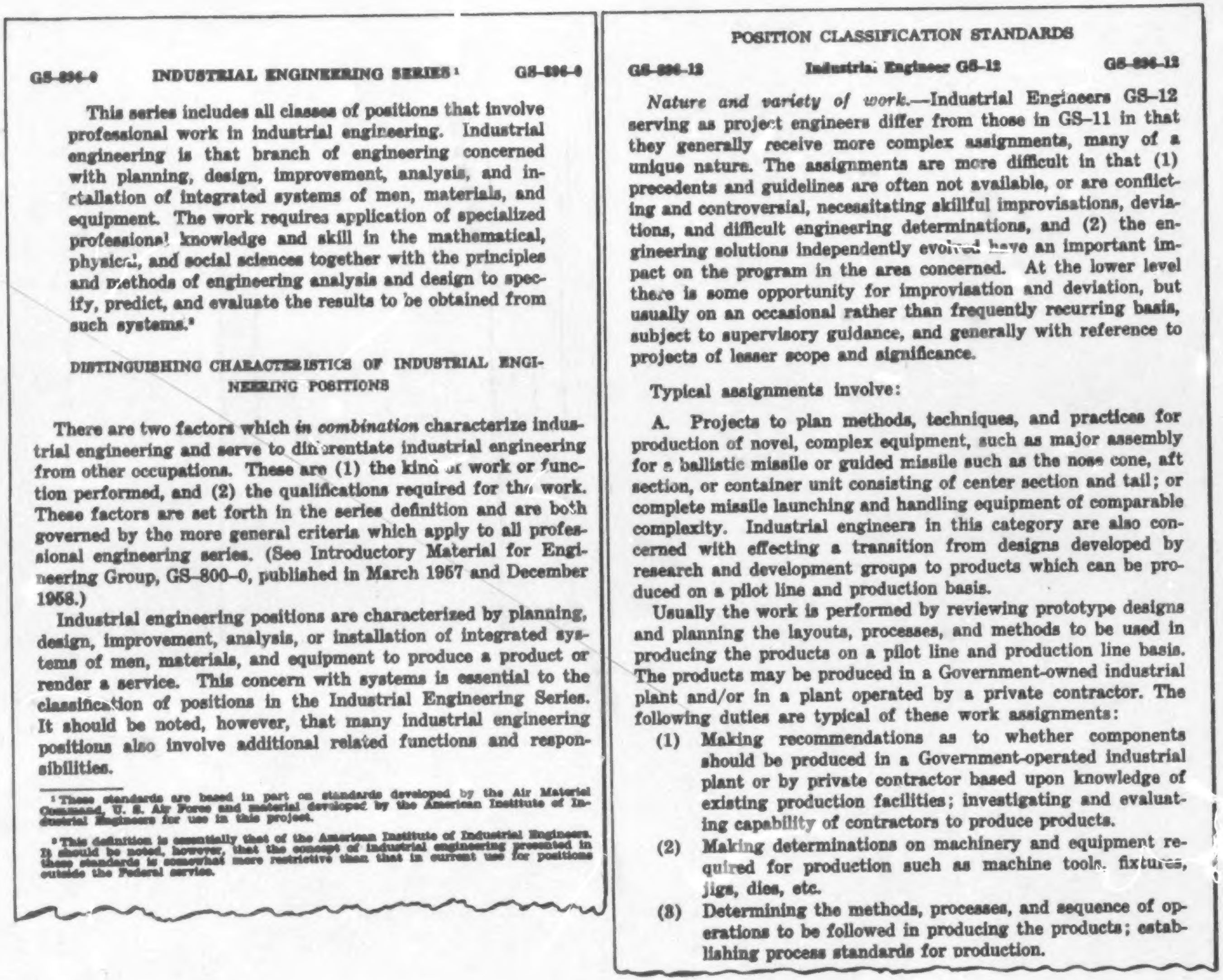
It is essential that the intent of any standard be considered when applying it to a specific job. Intent is determined by consideration of the standard as a whole. This means that full weight is to be given to such matters as:

- Background and introductory material.
- Descriptions used to illustrate successive grade levels.
- Changes in the nature of the work or of the occupation since the standard was published.
- The absence of discussion in the standard of what are clearly one or more significant classification factors as the job actually operates.

Standards As Management Tools

In developing and publishing standards, the Commission recognizes a need for the use of sound judgment and common sense in classifying positions. Standards are not to be regarded simply as regulatory devices, but as the tools by which management classifies positions. They should be used by management, to the maximum degree provided in the framework set by the Congress, as an aid in accomplishing management's program mission.

Experience has shown that maximum effectiveness in the use of standards to further total management objectives can be achieved best by a close working relationship between operating



GS-896-0 **INDUSTRIAL ENGINEERING SERIES**[1] GS-896-0

This series includes all classes of positions that involve professional work in industrial engineering. Industrial engineering is that branch of engineering concerned with planning, design, improvement, analysis, and installation of integrated systems of men, materials, and equipment. The work requires application of specialized professional knowledge and skill in the mathematical, physical, and social sciences together with the principles and methods of engineering analysis and design to specify, predict, and evaluate the results to be obtained from such systems.[2]

DISTINGUISHING CHARACTERISTICS OF INDUSTRIAL ENGINEERING POSITIONS

There are two factors which *in combination* characterize industrial engineering and serve to differentiate industrial engineering from other occupations. These are (1) the kind of work or function performed, and (2) the qualifications required for the work. These factors are set forth in the series definition and are both governed by the more general criteria which apply to all professional engineering series. (See Introductory Material for Engineering Group, GS-800-0, published in March 1957 and December 1958.)

Industrial engineering positions are characterized by planning, design, improvement, analysis, or installation of integrated systems of men, materials, and equipment to produce a product or render a service. This concern with systems is essential to the classification of positions in the Industrial Engineering Series. It should be noted, however, that many industrial engineering positions also involve additional related functions and responsibilities.

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[1] These standards are based in part on standards developed by the Air Material Command, U. S. Air Force and material developed by the American Institute of Industrial Engineers for use in this project.

[2] This definition is essentially that of the American Institute of Industrial Engineers. It should be noted, however, that the concept of industrial engineering presented in these standards is somewhat more restrictive than that in current use for positions outside the Federal service.

POSITION CLASSIFICATION STANDARDS

GS-896-12 **Industrial Engineer GS-12** GS-896-12

Nature and variety of work.—Industrial Engineers GS-12 serving as project engineers differ from those in GS-11 in that they generally receive more complex assignments, many of a unique nature. The assignments are more difficult in that (1) precedents and guidelines are often not available, or are conflicting and controversial, necessitating skillful improvisations, deviations, and difficult engineering determinations, and (2) the engineering solutions independently evolved have an important impact on the program in the area concerned. At the lower level there is some opportunity for improvisation and deviation, but usually on an occasional rather than frequently recurring basis, subject to supervisory guidance, and generally with reference to projects of lesser scope and significance.

Typical assignments involve:

A. Projects to plan methods, techniques, and practices for production of novel, complex equipment, such as major assembly for a ballistic missile or guided missile such as the nose cone, aft section, or container unit consisting of center section and tail; or complete missile launching and handling equipment of comparable complexity. Industrial engineers in this category are also concerned with effecting a transition from designs developed by research and development groups to products which can be produced on a pilot line and production basis.

Usually the work is performed by reviewing prototype designs and planning the layouts, processes, and methods to be used in producing the products on a pilot line and production line basis. The products may be produced in a Government-owned industrial plant and/or in a plant operated by a private contractor. The following duties are typical of these work assignments:

(1) Making recommendations as to whether components should be produced in a Government-operated industrial plant or by private contractor based upon knowledge of existing production facilities; investigating and evaluating capability of contractors to produce products.

(2) Making determinations on machinery and equipment required for production such as machine tools, fixtures, jigs, dies, etc.

(3) Determining the methods, processes, and sequence of operations to be followed in producing the products; establishing process standards for production.

52.79

Figure 5-2.—Excerpts from a Position Classification Standard.

officials and personnel management specialists. Operating officials should be encouraged to become familiar with the classification standards for those occupations which constitute the core of their organization. They should participate in the development, interpretation, and application of standards that control work for which they are responsible. Their viewpoints and judgments should be considered in the determinations governed by these standards. This becomes particularly important in the application of standards to positions susceptible to the "man-job" relationships discussed later.

Mandatory Use of Standards

In the absence of directly applicable Commission standards, Department of the Navy standards and other evaluation guides are controlling (see CMMI 511-E for a list of such Department of the Navy publications). Both Commission and Department of the Navy standards and guides become applicable immediately upon receipt and every effort should be made to review the existing classification of positions in the series covered within 90 days, unless a longer period is authorized by the Commission or OCMM.

Authority and Responsibility For Standards

The Civil Service Commission has final authority over standards. It is required to keep position classification standards up to date and to ensure, to the extent practicable, that existing positions are covered by current published standards.

The Department of the Navy advises and assists the Commission in developing standards by either making original contributions or reviewing drafts of Commission standards already prepared.

IMPACT OF THE MAN ON THE JOB

A basic tenet of position classification is that it is the position which is classified, not the particular person who is performing the work of the position. Classification standards are guides for the evaluation of positions, not directly of the people in them. The classification of a position remains the same regardless of who occupies it, now or at some future time, unless a change is made in the duties and responsibilities sufficient to change the classification. Qualification requirements of the individual (education, experience, and special skills) are reflected in the qualification standards and are considered in the classification of positions, particularly in the grading, but only insofar as they reflect the kind of ability, skills, and experience that must be possessed by anyone who is to be assigned to the position. Consistent with this basic tenet, however, is the concept that an incumbent of a position may have an important impact on the position he holds, sometimes to the point where the position is so changed that its classification must also be changed.

Recognition of Man Job Relationship

A position consists of the work done (or to be done, in event of a vacancy) by an employee. The qualifications and ability of the employee often have an important bearing on the way in which the position operates. Duties may be added to (or removed from) a position by reason of the qualifications or ability of the incumbent. Additional responsibility may be delegated, or responsibility previously delegated may be removed. Changes growing out of the man-job relationships may affect the kind of work (series), or the level of work (grade). The changes may come about by means of conscious and deliberate management action, or they may occur through gradual shifts which are not consciously recognized. The changes may be reflected in relatively tangible ways (e.g., additional or fewer duties; greater or less signatory authority, et cetera) or in intangible ways (e.g., greater or less reliance on incumbent's opinions or recommendations, or greater demands for originality).

While there may be circumstances in which the particular capabilities of an incumbent may cause the duties and responsibilities of the position to change; this is not considered to be the case when the only change is the production of more or fewer work units than required, or the committing of many or few errors. Such factors relate to proficiency of the individual in his job, and must be recognized through the performance rating system and extra quality (in-grade) pay increases, rather than the position classification system.

Position Changes

The proper administration of the position classification system requires that positions be correctly classified on the basis of their current duties and responsibilities. For the most part, changes in jobs which occur because of changes in policy, organization, law, technology, et cetera are identified promptly and properly recognized in their classification. It is equally important that changes in position content growing out of the man-job relationships be evaluated promptly and properly. (Any such change must have the approval of responsible management officials and become a recorded part of the official description of the position before it can be considered in a classification redetermination.)

Standards Recognition of Man-Job Relationship

Situations in which the man-job relationships are reflected in tangible ways (assignment of additional duties, delegations of specific authority, et cetera usually present no problem. These are characteristics normally recognized in standards. In some situations where the man-job relationship is typically of great importance, but is also typically reflected in less tangible ways (as in originality, creativeness, greater acceptance of the incumbent's opinions as authoritative, et cetera), standards have provided specific guidelines for evaluating the man-job relationship. (Particularly material on this subject is reflected in the standards for attorneys and for research scientists.) The lack of specific reference to the man-job relationship in a standard does not mean it may not be present, and does not justify a conclusion that it should not be considered. Each position should be carefully evaluated in terms of its total duties, responsibilities, and qualification requirements. However, if the man-job relationship is expressed in terms of tangible characteristics which are covered in the standards, it should be recognized that this aspect of the job has been given due credit by the standards.

PAY PLAN

The Classification Act of 1949, which establishes the framework of the classification system, also sets up a pay plan, which provides pay rates for each of the 18 grades in the General Schedule. The salary rates attached to the grades and the provisions of the laws and regulations controlling their use are the basic elements of the pay plan. At various times since 1949, Congress has amended the Classification Act by making changes in the salary rates and the salary administration regulations. Chapters 530 and 531 of the Federal Personnel Manual discuss pay under the Classification Act.

FEDERAL SALARY REFORM ACT OF 1962

A significant change in the Federal pay plan became effective with the passage of the Federal Salary Reform Act of 1962 (Sections 5301 and 5302 of Title 5, USC). It is important that managers understand this was not just another "pay raise" act, but was primarily a pay reform act, embodying a change in the philosophy of Federal salary administration. The underlying objective of the Act was to obtain and keep high caliber individuals in the Federal service. The pay levels authorized are to be based on the principles of comparability with pay levels in private enterprise.

For the first time legislation provided a uniform, internally linked pay policy for all four of the major statutory pay plans in the Federal Government—those under the Classification Act, the Postal Field Service Compensation Plan, the Foreign Service Act, and the Medicine-Dental-Nurse Salary System of the Veterans' Administration. The Federal Salary Reform Act also requires annual comparisons between Federal and private enterprise pay rates. The foundation for this salary reform was formed by two broad principles which the Act established: the COMPARABILITY principle and the INTERNAL ALIGNMENT principle.

The comparability principle provides that Federal pay is to be reasonably comparable with that of private enterprise for the same level of work. The Bureau of Labor Statistics (BLS) now provides pay data annually on the basis of comprehensive surveys of positions in private enterprise. It assembles "national average rates" for about 70 professional, administrative, technical, and clerical jobs, based on salaries in about 80 metropolitan areas.

The national average rates for positions matching each Classification Act grade are combined into a GRADE AVERAGE. From this, a pay line is drawn which represents the average prevailing pay and which provides a pattern of average rates for Classification Act grades. A comparability pay schedule for the Classification Act General Schedule grades is then constructed. Through a linkage method, which relates key levels of each of the other major statutory pay plans to Classification Act grades, the pay schedules for all four major civilian pay systems are aligned. (Pay raises for classified and military personnel are also linked to one another.)

The Civil Service Commission reports to the President on a comparison of Federal salaries with Bureau of Labor Statistics survey data and obtains the views of employee organizations. The President submits his recommendations to Congress. Congress considers the President's recommendations and, if it believes existing pay rates should be changed, passes legislation for this purpose. (The time required for the completion of this process is referred to as a "time lag"; thus "true comparability" with industry rates has been delayed by the time needed to compile and consider the BLS data which is 1 year old.)

The internal alignment principle provides that there will be equal pay for substantially equal work, and pay distinctions in keeping with work and performance distinctions.

The pay schedules established in conformance with this principle enlarge the differences in salaries between successive grade levels and provide proper recognition of differences in responsibilities.

Internal grade level alignment is provided through the classification system and there is no change in the manner in which grades or levels are determined under the various statutory systems. The Salary Reform Act of 1962, however, reflects substantial improvements in providing proper salaries for work performed at the various grade levels.

Role of the President

The Federal Salary Reform Act not only requires the President to submit annual recommendations to Congress on Federal pay and pay policies, but also authorizes the President to issue policies and rules governing pay administration. Thus the President is given policy control over the functions and regulations of the Civil Service Commission and the departments with respect to the statutory salary systems the Act covers.

The President is authorized under the Act to adjust minimum rates of pay when disparities between Federal schedules and private enterprise salaries handicap recruitment or retention of well-qualified employees. The President has delegated to the Civil Service Commission the authority to set higher minimum rates for any group of positions in any location, either locally or nationally. The entrance rate for a grade may be raised as high as the seventh rate of the grade and all other rates of the grade raised by the same amount when the entry rate is raised.

Within-Grade Pay Increases

Under the Salary Reform Act, employees who perform at an acceptable level of competence are advanced to the next higher pay rate or step within the pay range for the grade after serving the following period in each step:

52 weeks in step 1, 2, and 3
104 weeks in step 4, 5, and 6
156 weeks in step 7, 8, and 9

This graduated schedule recognizes that usually there is greatest increase in work proficiency during the earliest period of service at any grade level and so within-grade increases come most often at that time. They come less frequently during later periods when the rate of increase of proficiency levels out and the primary aim is to motivate continued good performance.

High quality performance above that ordinarily found in a position concerned can be rewarded by giving an additional within-grade increase (quality increase) (discussed in chap. 13). Not more than one such increase may be granted in any one year.

Salary Retention

The Salary Reform Act provides for salary retention when a position is graded downward through no fault of the employee, provided the employee has had 2 or more years of continuous service in a grade or grades higher than the grade to which he is demoted. An employee is eligible to retain his salary for 2 years upon such a grade reduction, in the expectation that by that time an assignment meriting the former grade can be found.

Increases When Promoted

When an employee is promoted, the Salary Reform Act provides a basic pay increase at least as large as two within-grade increases in the grade from which he was promoted. If there is no rate in the new grade that is high enough to provide the basic two-rate increase, the employee gets either the top rate of the new grade or he keeps his existing rate, whichever gives him the greater benefit. An employee who is promoted while holding a retained rate under the salary-retention provisions receives either (1) the basic two-step increase that he would have received were it not for salary retention, or (2) his retained rate, whichever is higher.

Ungraded/Graded Pay Inequities

One situation alleviated by the Salary Reform Act is that of graded employees who supervise ungraded personnel and, because of the two different pay plans, are paid less than the personnel they supervise. The Act provides that such supervisors may be paid at a rate within the grade which is above the highest rate of any ungraded employees regularly supervised. If there is no such rate, the supervisors may be paid at the maximum rate of the grade.

PAY COMPARABILITY ACT OF 1970

The Federal Pay Comparability Act of 1970 retains a declaration of Congressional policy, first enacted in 1962, that federal salaries are to be comparable to private sector rates for the same or similar jobs and that the device used to measure comparability is to be the annual survey of white collar salaries conducted by the Bureau of Labor Statistics (BLS). It provides that, beginning in 1972, the President (in October of each year) is to make the comparability adjustment indicated by the BLS survey. He is to be assisted by an agent of his choosing plus two new committees, the Advisory Committee on Federal Pay and the Federal Employees Pay Council.

The final report and recommendations of the agent, the committee, and the council are to be submitted in one document to the President, who makes the adjustment. No Congressional action is required. If, however, the President determines that a national emergency or economic conditions affecting the general welfare require that the comparability adjustment not be made, he can prepare an alternative plan. The plan will go into effect unless Congress disapproves. If Congress should disapprove an alternative plan, the President would be required to make the comparability adjustment.

The first 21 months of the act are to be a transitionary period. The law provides that the President's agent during this period will be the Chairman of the Civil Service Commission and the Director of the Office of Management and Budget. The effective date of the 1971 and 1972 adjustments is January, not October. The act's machinery is not intended to be fully operative until sometime in 1972. The October date for the adjustments was chosen to bring the pay-setting process into a closer time relationship with the budget-setting process, and also to narrow the gap between the time the BLS survey is taken and the time the survey results are available.

POSITION CLASSIFICATION

The purpose of position classification is to group positions, according to their duties, responsibilities, and qualification requirements, into classes in order that positions may be properly titled and readily identified for purposes of management, including personnel and pay administration. When positions have been classified in their appropriate groups or classes, each class will then consist of all positions, occupied or vacant and regardless of location, which are sufficiently alike in duties and responsibilities so that they may be called by the same descriptive title, may be assigned the same pay range, and the same tests of fitness may be used to select individuals for them.

Development of Position Descriptions

Except in the case of positions proposed for GS-16 and above or 10 USC 1581 treatment (see CMMI 305 for procedures governing these positions), the position description form used in the Department of the Navy is NAVSO 12510/7, Position or Job Description. (See CMMI 511-E for a list of guides for position description preparation.) Descriptions are to be numbered consecutively and each should have a separate number (files must be maintained in accordance with FPM Supplement 293-31).

Operating officials and supervisors have continuing responsibility for ensuring that position descriptions are prepared when required, that they are maintained current and accurate, that classification action is initiated promptly, and that employees have access to their position descriptions. Also, cognizant line management is fully and exclusively responsible for deciding what the duty and responsibility content of each position will be. Line management may add, remove, or change assignments at any time. Position descriptions do not control assignments; instead, they report the current assignments and the organizational design of positions.

Circumstances which require the preparation of position descriptions and initiation of classification action include the following:

- When an activity wishes to establish a new position (CMMI 511.4-1c).

- When the major duties of a position, filled or vacant, have changed materially since the position was last classified (CMMI 511.4-3b).

- When a position, filled or vacant, is being transferred from one organization to another, either within the same activity or between activities, except when (a) it can be determined that the duties of the position will not change materially as a result of the transfer, or (b) the probable operation of the position in its new location is too uncertain to permit writing a new description which would be substantially more accurate than the existing description (CMMI 511.4-3b(5)).

- When an activity wishes to establish a temporary position for a former employee exercising reemployment rights. (See FPM 352 and FPM 353.) If the position to which the returning employee has reemployment rights has been canceled or is not immediately available, and another position of like status and pay is not available, the activity may, for a period not exceeding 90 days, create a temporary position by reestablishing the position to which the former employee has reemployment rights, or by establishing a temporary new position of like status and pay.

- Any other circumstances determined to be appropriate by the cognizant classification unit. Any classification action taken may, at the discretion of the classification unit certifying the action, be reviewed at any time, or may at any time be made subject to review or other appropriate action within a stated period.

Basic Procedures

When an administrator or supervisor finds that a new position must be established or that an existing position needs to be changed in some degree, the necessity for position classification is created. The process cannot be done hurriedly and done well. The required legal and administrative controls must be adhered to, but unnecessary delay can be avoided if the proper procedures are followed. These procedures are described briefly below.

- Planning.—The primary purpose of organizational planning is to develop a planned and authoritative design of the position by persons responsible for the work operations of the positions to be classified. Normally, the duty content and organizational relationships of a position should be fully developed before classification action is requested. In cases where this is impractical, a tentative classification based on limited position information may be justified. For example, a temporary position (not to exceed 90 days) may be established as a recruiting billet to provide experience in several areas to determine where a particular incumbent would be best suited or to provide a temporary billet for an employee who has reemployment rights to a like position which has been canceled or is not immediately available.
- Preparing the Description.—The classification process is facilitated by prompt submission of the position description after preliminary planning and analysis have been completed. An adequate position description is a report about the position. The essential factors regarding new and existing positions in regard to duties, responsibilities, and relationships to other positions should be clearly understood. Delays in the classification process are usually avoided when the position description is submitted promptly; and when descriptions of positions which are closely related to the position being revised or classified are reviewed at the same time. Help and advice in preparing and processing position descriptions is available from position classification specialists in the civilian personnel office who function as staff advisors to management.
- Review.—The reviewing of the position description for clarity, completeness, and accuracy is done by responsible supervisors and officials. After review, which may be on several levels depending on the organizational level of the position and the officials involved, and the desires of management, the description is properly certified and submitted to the local personnel office. Certification as to currency, accuracy, and completeness is a quasi-legal act which, after classification is the basis for the disbursement of Federal funds. Improper certification may result in disciplinary action.
- Local Processing.—The procedure for processing a position description varies from activity to activity. Generally, processing consists of numbering the position description; preparing

records and maintaining local position controls; conducting any additional local reviews and investigations; and obtaining official approval for submittal of the position description to the cognizant position classification office.

- Evaluation.—The position is analyzed and evaluated, and then classified. The position classification specialist may conduct work audits; tentative findings may be discussed with appropriate supervisors and officials before any formal action is taken. After the position has been classified, the position description, with the approved classification thereon, is returned to the originating activity.
- Effectuation.—The originating activity may take action to fill the newly classified position on or after, but not before, the date of the classification action. If the position is vacant, its classification is recorded and steps are taken to fill the position. If the position is not vacant, the incumbent usually remains in the position, provided he is qualified, and his classification is changed to correspond with the new classification.

Additional procedures may be involved in cases of classification appeals. Appeals may be based on a belief that an existing classification is in error or that an existing ungraded position should be graded or vice versa. They may not be based upon change in duties or responsibilities from those described in the official position description of record. (Such changes must first be made a part of the official position description as was previously discussed.)

Specific data concerning position classification procedures is given in the following publications available at civilian personnel offices at naval activities:

- Federal Personnel Manual, Chapter 511.
- CMMI 511.
- Position Classification Handbook for Supervisors and Employees of the Naval Establishment, NAVEXOS P-609.
- Department of the Navy Manual for Position Classifiers, NAVEXOS P-2052.

Preparation of Position Descriptions

Positions descriptions are necessary for purposes in addition to classification; e.g., recruitment, placement, training, and performance evaluation. To serve these purposes and to meet legal requirements, descriptions must be factually correct and must be kept current. If a description meets these objectives, it is of little consequence who prepares it. The development of factual information on the duties and responsibilities of civilian positions in the Navy is a primary responsibility of individual activities. Inherent in this responsibility is the right to determine who should prepare descriptions (see also FPM 312, Subchapter 3).

- The Employee's Role.—Irrespective of who prepares the description, if the work of a position is being regularly performed by one person, that person is an important source of information about the position. It is therefore a widespread practice to have the employee either prepare the description or participate in its preparation.
- The Supervisor's Role.—Regardless of who has written a description, the supervisor reviews it for adequacy of information, clarity, and accuracy. He must correct any erroneous concepts the employee may have about the scope of his work, degree of his responsibilities, or the relation of his position to other positions. Every attempt should be made to reach a clear understanding with the employee as to what the position's duties and responsibilities are.
- "Tacit Consent" to Changes in Assignments.—If an employee has assumed duties not specifically assigned to him, however, or if he has discontinued assignments, or is otherwise performing differently than directed by his supervisor, failure of the supervisor to control the employee's actions (see CMMI 511.4-1) can be interpreted only as giving tacit consent to the change the employee has made in his position.

Certification of Position Descriptions

Employees and supervisors certify to the accuracy of the position descriptions for positions that they hold or supervise as follows:

- Where the work of a position is being regularly performed by one employee, that person usually certifies as to the accuracy of the description on NAVSO 12510/7, Position or Job Description. (Employee certification under this item, however, is optional with activity heads, subject to instructions from higher echelons.)
- Each description is to be certified on NAVSO 12510/7 by the person who occupies the first level of responsible supervision over the

position. That person is ordinarily the one who assigns tasks to the position, gives instructions, and reviews the finished work; he may be either civilian or military.

- If employee certification is called for locally and the employee and supervisor cannot agree on a description which both can freely certify, either may condition his certification by adding the phrase, "except as indicated in my statement attached." Any conflict thus raised will, of course, have to be resolved by the proper management officials before the position is classified.

- Each description must be certified as to its completeness and accuracy on NAVSO 12510/7 by the person having authority to establish the position and to prescribe its duties and responsibilities.

- Any supervisor or employee who certifies a description as current and accurate when he knows that such is not the case is subject to disciplinary action.

Maintenance Review of Positions

The accuracy and currency of position descriptions is a continuing responsibility of line management in naval activities. Supervisors should initiate requests for classification action as the need arises.

Changes in the duties of positions should be reported as they occur as was discussed previously. However, each department and executive agency is required, by law, to review all positions annually, to abolish all positions found to be unnecessary, and to make such adjustments as may be appropriate in the classification of those positions which are found to be necessary and are subject to the Classification Act. Each department and agency is required to submit a report of the action taken to the appropriate committee of the Senate and House of Representatives not later than 31 July of each year. This is a report of the action taken as a result of the annual review of positions, and it also includes information comparing the total number of employees on the payroll on June 30 and their average grade and salary with similar information for the previous June 30.

The maintenance review plan established within the Navy requires each activity to review annually the descriptions for all of its graded employees. The plan is not intended to take the place of the day-to-day method of keeping descriptions current or the survey method of handling extensive reorganizations.

Maintenance reviews are scheduled in such a manner as to prevent backlog and to ensure timely completion. Procedures developed by each activity for maintaining the currency of position descriptions may be adapted to local conditions, but must follow the guidelines established by OCMM.

To ensure compliance with the reporting requirements established by Congress, each component of the Navy Department reports annually (to OCCM) the degree of compliance with regard to position reviews. Each report contains the following information for both graded and ungraded employees:

1. The number of positions authorized as of 31 May.
2. The number of positions reviewed during the reporting period.
3. The number of positions found unnecessary and abolished as a result of the review.
4. The number of positions found to require changes in description, classification, or rating.
5. The number of such changes which were completed by the date of the report.
6. The number of positions certified as current which were audited by the classification staff.

Reports must be submitted to OCMM by 30 June of each year.

Position Classification Surveys

Extensive reorganization of a field activity may produce changes in assignments and responsibilities of various positions; or the classification of a substantial number of positions may become out of date because of increases or decreases of workload or unreported changes in assignments or responsibilities. In such cases, a classification survey usually provides a faster and generally more satisfactory method of correcting inequities than does any attempt to correct classification on a piecemeal basis. A Classification Survey is an intensive study of all the positions in an organization or organizational segment, or all positions concerned with a particular function, to ensure their correct classification on a current basis.

When classification surveys are decided to be necessary, they are generally conducted by the classification unit serving the activity.

Classification surveys cover all positions, which are graded in character, in the organizational units in which they are conducted, even though the position may be occupied by ungraded employees. Any misassignments so found must be corrected.

Each classification survey is carefully planned under established procedures, and each position's classification in the organization being surveyed is reviewed. Structural or functional organizational charts and listings of positions by organizational unit are required for all classification surveys.

Generally, survey results are cleared informally with responsible officials in the activity involved. Changes in the classification of positions as a result of the survey are put into effect following the same procedures as for handling other types of classification actions, given in CMMI 511.7.

Responsibility For Position Classification

The Secretary of the Navy has the authority to classify all graded positions in the Naval Establishment, except those in the supergrades, and has delegated this authority to the Assistant Secretary of the Navy for Manpower and Naval Reserve.

Acting for the Assistant Secretary of the Navy for Manpower and Naval Reserve, OCMM is responsible for:

- Adjudicating position classification appeals within the Department of the Navy.
- Issuing Navy classification guides, evaluation aids, and general classification information.
- Assuring equity in the classification of Navy civilian positions and assuming classification jurisdiction of cases which appear prejudicial to Department of the Navy alignment, which appear to create unwarranted competitive situations among the Department's activities, which appear to be at variance with Commission or Department of the Navy classification standards, or which for other reasons warrant the assumption of classification jurisdiction.
- Dealing with the Civil Service Commission on standards, appeals, and other classification matters including the classification of supergrade positions by CSC.

The Classification Act provides a uniform system of classification equally applicable to departmental and field positions. Authority and responsibility for classifying positions subject to the Classification Act, in compliance with applicable policies and standards established by the Civil Service Commission and the OCMM, have been delegated to commanding officers of field activities for field positions and to the chiefs of the headquarters offices for departmental positions.

Classification specialists at field activities and at the headquarters office level recommend and take classification action on positions allocable at GS-15 or lower.

As part of their overall consultative and evaluative functions in the field of civilian manpower management, the Regional Offices of Civilian Manpower Management (ROCMMs) advise and assist field activities in the administration of classification programs, report information on activity personnel programs as requested by OCMM, and adjudicate, within Navy, classification appeals involving positions in GS-12 and below when CSC classification standards are directly applicable.

JOB EVALUATION POLICY ACT OF 1970

A major study of ways to improve the job evaluation system of the Federal Government is presently being made by a task force set up by the Civil Service Commission to make studies and prepare recommendations for changes in the classification and pay laws.

The Job Evaluation Policy Act of 1970 requires the Commission to conduct a 2-year review and to submit a comprehensive plan for the establishment of a coordinated system of job evaluation and ranking for civilian positions in the Executive branch. The Commission expanded this effort to encompass a similar review of the various pay systems which govern the setting of salaries and wages of white-collar employees.

Since this is the first major review of Federal job classification practices in nearly half a century, and the first time in history that Federal salary systems have been thoroughly reviewed, analyzed, and integrated, it is probable that numerous changes in the present classification and pay procedures will be recommended to Congress.

Before preparing recommendations for legislative changes, the task force will consult with and obtain information from line managers and personnel experts in Government and the private sector, management experts, professional organizations, labor unions, and educators.

DEVELOPMENT OF WAGE FIXING FOR UNGRADED EMPLOYEES

The history of naval operations is characterized by the development of fleets during wartime and drastic curtailment after the cessation of hostilities.

Prior to the Civil War most of the naval shipbuilding and repair work was done by the officers and men of the Navy. Civilian employees were few in number, and their wages were fixed during this period by the commandants of the various shipyards without any systematized direction or supervision from the Secretary of the Navy. In that there were relatively few civilian employees, it can be assumed that the wage rates paid in the Navy shipyards had little effect on the labor markets in which the yards were located.

With the onset of the Civil War, the Navy began to build large numbers of ships in its own yards, and to hire large numbers of civilian workers. This influx of workers into Navy shipyards affected the labor supply in the immediate area because of the resultant competition between the Navy and civilian shipbuilders. Although it is not known at present what led to the enactment of legislation prescribing the method for fixing wages for naval employees, two opposing factors probably were highly influential: private shipyard owners wanted to prevent the Navy from obtaining a recruiting advantage through the payment of higher wages; and, where Navy wages were below those paid by private employers, employee organizations wanted such legislation to force the Navy to raise its wage scales to the level of private shipyards.

ACT OF 1862

Congress, by an Act of 22 December 1861, directed the commandants of the navy yards to fix rates for civilian employees on the basis of rates paid by private employers in the locality of the yards. This Act was revised in the following July to provide that the determinations of the commandants were subject to the approval and revision of the Secretary of the Navy, apparently because early experience demonstrated the need for centralized control of wage fixing within the Navy.

The Act of 16 July 1862 provided "that... the rate of wages of employees in the navy yards shall conform as nearly as is consistent with the public interest, with those of private establishments in the immediate vicinity of the respective yards to be determined by the commandants of the navy yards subject to the approval and revision of the Secretary of the Navy. This wage-fixing authority of the Secretary of the Navy was re-stated and codified by Public Law 1028, 84th Congress (70 Stat. 463; 10 USC 7474) as follows: "The Secretary of the Navy shall establish rates of wages for employees of each naval activity where the rates are not established by other provisions of law to conform, as nearly as is consistent with the public interest, with those of private establishments in the immediate vicinity."

The two noteworthy facts about the Act of 1862 are that it remained applicable for more than 100 years and that it was not self-administering but required further interpretation by administrative action. The Act did not specify how private rates were to be determined; and there was no mention of the current concept of comparable work.

During the years following the Act of 1862, an administrative framework to govern ungraded employees developed; procedures were tried out and modified according to experience. The Secretary of the Navy issued circular letters concerning hours of work, overtime, the gathering and computing of wage data, the convening of wage boards, the membership of wage boards, and the preparation of schedules of wages. Evolutionary changes took place during this period—such as the inclusion of civilians on wage boards, and changes in the length of time that schedules of wages remained in effect.

WORLD WAR II ERA

During World War II, the wages of the Navy's civilian employees were, along with those of civilian shipyards, controlled by the Shipbuilding Zone Stabilization Board agreements. At the end of World War II, it was decided that the traditional policies and procedures used by the Navy to determine the wages and ratings of its ungraded employees were inadequate under existing conditions. Many new occupations had developed, some of which had no counterpart in private industry, and the traditional trades had become greatly diversified. The procedures used prior to World War II made no provisions for systematic job analysis and evaluation by trained technicians, or for continuing studies at a local level. The need for the development of wage programs, adaptable to rapidly changing wage conditions, and based on systematic analysis and the existence of a continuing wage administration function at the local level, led the Office of Industrial Relations (OIR) (the forerunner of OCCM) to make two important decisions: (1) the retention of the Wage Administration Branch of OIR as a permanent headquarters organization to act for the Secretary of the Navy in matters of setting policy, establishing standards and procedures, and approving rating titles and wage rates; and (2) the use of Position Classification Field Offices (redesignated as Area Wage and Classification Offices) as agencies for carrying out some wage functions at the local level and for serving as local representatives in wage matters.

To determine to what extent wage adjustments were required by Navy and Marine Corps activities, a nation-wide general survey was instituted in July of 1947. From this wage survey certain important needs of the Department of the Navy's wage administration program were identified including the necessity of improving procedures, an ungraded rating and wage alignment system, and descriptions of the many ungraded occupations of the Department of the Navy.

1947-1968

From 1947 until 1968, the Secretary of the Navy was responsible for deciding wage policy for ungraded civilian employees, within the context of the Act of 1862. A brief description of how the system functioned is given for background knowledge and contrast to the present system. The Deputy Under Secretary of the Navy for Manpower was responsible for the administration of the Navy's programs for determining the ratings and wages of ungraded positions as delegated by the Secretary of the Navy.

The Director of Civilian Manpower Management exercised technical control over determinations of the ratings and wages of the Navy's ungraded positions. The Office of Civilian Manpower Management was responsible for developing the ungraded structure and instructions relative to its use including specification of the rating plan and rules for its use; issuance of official rating definitions and other rating guides; determination of the ratings of selected positions; and post audit of ratings determined by others. OCMM was also responsible for the specification of the ungraded pay plan and rules for its use. It directed wage surveys, compiled wage schedules based on survey data, and specified the pay levels or formulas to be used in determining area wage rates for individual ratings as issued on approved schedules of wages. In developing and maintaining sound programs for rating ungraded positions and fixing their pay, OCMM conducted or directed such studies as were needed in addition to those mentioned above.

Regional Offices of Civilian Manpower Management (ROCMMs) represented OCMM in the field and were authorized to act by direction with respect to determining ratings and wages. In addition, they provided staff advisory services to shore (field) activities and assisted these activities whenever possible, served as a central point of contact in the area regarding rating and wage issues coming under jurisdiction of the Civil Service Commission, and generally represented the Navy in their area on wage matters. Shore (field) activities were responsible for developing and executing programs for rating ungraded positions; for participating in surveys; and other special studies as required for determining the proper application of established rates of scheduled and additional pay to ungraded positions and employees; and for promoting understanding and acceptance of wage administration programs by supervisors and employees.

COORDINATED FEDERAL WAGE SYSTEM

The Coordinated Federal Wage System (CFWS) provides common policies, systems, practices, and job grading standards for uniform application by all executive departments and agencies in fixing pay for wage board employees as nearly as is consistent with the public interest in accordance with prevailing rates. The authority to fix wage board pay rates is vested in the heads of the individual departments and agencies (e.g., the Department of Defense).

In effect, the CFWS covers most trades, crafts, and labor employees in the executive branch outside the Postal Field Service who are paid from appropriated funds.

BACKGROUND OF CFWS

In April 1965, the Special Panel on Federal Salaries recommended to the President that steps should be taken to eliminate pay differences brought about by individual executive departments and agencies following different practices and policies in setting pay for the same trades and labor jobs in the same locality. By Presidential directive (see fig 5-3), action was begun under the leadership of the Chairman of the CSC to eliminate pay differences among agencies and to bring about equitable coordination of wage board practices.

The President directed that common job standards, wage policies, and practices be developed to ensure equity in wage rates and wage fixing practices among the different executive departments and agencies. The Coordinated Federal Wage System (CFWS) was the result of this effort. Jobs under the CFWS are graded on the basis of the same set of job standards and grade criteria, regardless of the department or agency involved, or the community in which they are located; and a particular job in a particular wage area carries the same rate of pay regardless of the departments or agencies involved. For example, a Navy, an Army, and a GSA Carpenter in the metropolitan Washington, D.C. area now all receive the same rate of pay. Under the previous individual agency systems, they were all receiving a different rate of pay.

The adoption of the Coordinated Federal Wage System brought major changes in the administration of Navy wage board employees. The responsibility for wage policy that had previously been held by the individual agencies (including the Department of the Navy) became the responsibility of the Civil Service Commission. Further, the wage setting responsibility previously held by the Secretary of the Navy was (by DOD directive) assumed by the Department of Defense.

RESPONSIBILITIES

Responsibility for the Coordinated Federal Wage System extends from the Chairman of the Civil Service Commission and a National Wage Policy Committee on the national level down through individual agencies and agency wage committees to Federal installations and activities and local wage survey committees on the local level.

Civil Service Commission

The Chairman of the Civil Service Commission is responsible for giving leadership in establishing and operating the Coordinated Federal Wage System, for consulting with appropriate employee organizations, and for keeping the President currently informed of significant developments. With the advice of Federal departments and agencies and of interested employee organizations, the Chairman determines the basic policies, practices, and procedures for the system.

The Civil Service Commission carries out the staff and operating functions involved in:

- Developing and issuing basic policies and procedures for the system.
- Defining the boundaries of individual local wage areas. (These areas are listed in FPM Supplement 532-1.)
- Designating the lead agency for each local wage area.
- Prescribing requirements for the statistical design and accomplishment of wage surveys and for the establishment of pay schedules.
- Establishing occupational grouping and titling.
- Establishing a job grading system.
- Developing and issuing job grading standards.
- Providing a system for and making final decisions on employee job grading appeals.
- Establishing rules governing the administration of pay for individual employees, for example, upon appointment, transfer, promotion, and demotion, including retention of pay rates as appropriate.
- Authorizing additional pay as appropriate for work performed under unusually hazardous or severe working conditions.
- Determining need for and authorizing use of special schedules as appropriate.
- Performing necessary audits and inspections of agency wage board programs to ensure compliance with overall system requirements.
- Otherwise providing for a continuing program of systems maintenance and improvement designed to keep the wage system fully abreast of changing conditions, practices, and techniques both in and out of the Government.

National Wage Policy Committee

The Chairman of the Civil Service Commission establishes a National Wage Policy Committee consisting of 11 members. Five members are designated by the Chairman of the Civil Service Commission from among Federal departments and agencies employing wage board employees. Four

Memorandum for the Heads of Executive Departments and Agencies

Subject: Coordination of Wage Board Activities

It has come to my attention that different executive departments and agencies follow different practices, and continue to pay different wage rates for the same trades and labor jobs in the same locality. Such differences constitute inequities which I believe can and should be corrected by cooperative action.

In its report of April 15, 1965, the Special Panel on Federal Salaries recommended that steps should be taken to eliminate the pay differences and to bring about equitable coordination of wage board practices. I agree with this recommendation.

I ask you, accordingly, to join with the heads of other executive departments and agencies in the development of common job standards and wage policies and practices which will insure interagency equity in wage rates based upon statistically valid wage surveys.

The policies and practices should be based upon the principles that (1) wages shall be fixed and adjusted from time to time as nearly as is consistent with the public interest in accordance with prevailing rates, and (2) there shall be equal pay for substantially equal work, and pay distinctions shall be maintained in keeping with work distinctions.

At appropriate stages in the development of the system, there should be consultation with representatives of employee organizations whose members are paid under the wage system.

I have asked Chairman Macy of the Civil Service Commission to take leadership in coordinating this collective action to develop a common Federal wage system, including consultation with appropriate employee organizations; to keep me currently informed of significant developments, and to report to me not later than July 1, 1966, on the actions adopted.

Lyndon B. Johnson

The White House
November 16, 1965

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Figure 5-3.—Presidential Memorandum to Establish CFWS.

members are designated by the President of the AFL-CIO. One member is designated by the head of an independent labor organization selected on a rotating basis by the Chairman of the Civil Service Commission. These 10 members serve at the discretion of their respective designating authorities. The chairman of the National Wage Policy Committee is designated by the Chairman of the Civil Service Commission. The salaries of the chairman and members are established and paid by their respective employers.

The National Wage Policy Committee Considers new or revised basic policies and procedures of the Coordinated Federal Wage System and makes its recommendations to the Chairman of the Civil Service Commission.

The Committee meets from time to time at the call of its chairman. Additionally, a member may request at any time that a meeting be called to consider policy matters within the concern of the Committee.

A majority vote constitutes the decision and recommendation of the Committee, but a member of the minority may file a report with the Committee's recommendation.

Departments and Agencies

The head of each Federal department and agency is responsible, within policies and practices of the Coordinated Federal Wage System, for fixing and administering rates of pay for wage board employees of his organization. Thus the Department of Defense Wage Fixing Authority fixes rates of pay for employees of the Department of Defense (including Navy). OCCM is responsible for recommending changes for the Department of the Navy to the Department of Defense Wage Fixing Authority.

Within the policies and practices of the Coordinated Federal Wage System and with the advice and assistance of local wage survey committees and the agency wage committee, each department and agency assigned lead agency responsibility plans and schedules local wage surveys, analyzes wage survey data, and establishes wage schedules for designated local wage areas. Other departments and agencies having wage board employees in the local wage area are provided schedules of wage rates established by the lead agency, and establish and administer these rates for wage board employees of their organizations.

Each department and agency is responsible for ensuring that its installations and activities comply with requirements of the Coordinated Federal Wage System; that systems instructions and procedures are appropriately followed; that job grading standards and instructions concerning pay category, titling, and coding of wage board jobs are expeditiously and uniformly applied; and that wage rates are properly administered for individual employees. Each department and agency is responsible for establishing procedures for employee job grading appeals, for deciding these appeals expeditiously, and for acting promptly to place into effect decisions rendered within the agency or by the Civil Service Commission on appeals.

The head of each department and agency given representation on the National Wage Policy Committee is responsible for designating an appropriate official to represent the department or agency in all Committee activities.

Agency Wage Committees

Each Federal agency designated as a lead agency establishes an agency wage committee consisting of five members. Two members are designated by the head of the lead agency. Two members are designated by the head of the labor organization having the largest number of wage board employees covered by exclusive recognition in the lead agency. (However, the DOD Wage Committee labor members are from two labor organizations. These four members serve at the discretion of their respective designating authorities. The authority to designate labor organization members remains with the same organization, as a minimum, for a 2-year period. The chairman of the agency wage committee is designated by the head of the lead agency. The designating authorities may provide for alternates to the chairman and members. The salaries of the chairman and members are established and paid by their respective employers.

The agency wage committee determines and recommends to the head of the agency those local wage areas having local wage survey committees for which the agency wage committee desires to participate in planning and reviewing full scale wage surveys and recommending wage schedules.

For such local wage areas the agency wage committee considers and makes recommendations to the lead agency on any matter involved in developing the specifications for a full scale local wage survey on which the lead agency proposes not to accept the recommendations of a local wage survey committee and any matters on which a minority report has been filed by the labor representative on the local wage survey committee.

Upon completion of a full scale local wage survey, the agency wage committee considers the survey data, the local wage survey committee's report and recommendations, and the statistical analyses and proposed pay schedules derived therefrom, as well as any other data or recommendations pertinent to the survey, and recommends wage schedules to the pay-fixing authority.

A majority vote of the agency wage committee constitutes the decision and recommendation of the committee, but a member of the minority may file a report with the committee's recommendation.

Federal Installations And Activities

As delegated by agency headquarters, each Federal installation or activity is responsible for determining pay category, titles, and codes for wage board jobs; for properly applying wage board job grading standards; and for properly paying and administering authorized wage rates for its wage board employees.

A local installation of the lead agency, designated by the lead agency as the host installation for local wage survey activities, provides support facilities and clerical assistance for the local wage survey committee. All installations and activities in the area are responsible for cooperating with the lead agency in providing members of the local wage survey committee and data collectors as needed.

Local Wage Survey Committees

A local wage survey committee consisting of three members, all of whom are Federal employees, is established in each local wage area which meets the following minimum criteria:

- There are 400 or more wage board employees in the local wage area, and
- The total number of wage board employees under exclusive recognition in all installations and activities in the local wage area is equal to 10 percent or more of the number of wage board employees in the local lead agency installation or activity having the largest wage board employment, with a minimum total of 150.

One member of the committee is designated by the lead agency in the local wage area. One member is recommended by the labor organization having the largest number of wage board employees under exclusive recognition in the local wage area, and is designated by his employing agency. Responsibility for providing these members remains with the same agency and same labor organization, as a minimum, for the duration of the 2-year wage determination cycle and in no case does this responsibility change during the time a survey is in process. The third member of the local wage survey committee, who acts as chairman of the committee, is designated by the lead agency. Each member continues to receive from his Federal agency employer his regular pay at the rate he receives for his regular full-time Government position.

The functions and responsibilities of the local wage survey committee are that it:

- Determines the number of data collectors needed for a local wage survey and provides for the necessary training and supervision of data collectors.
- Conducts hearings for interested parties desiring to submit information or recommendations to the committee.
- Makes a decision on any differences between data collectors in reference to the comparability of job matches, discriminatory rates, or differences in interpretation and application of the policies and procedures in manual instructions and makes its recommendations to the lead agency.
- Makes preliminary contacts and arrangements with employers to be surveyed.
- Forwards the wage data to the lead agency for analysis and referral to the agency wage committee where appropriate.
- Forwards to the lead agency a narrative report of the activities, decisions, and recommendations of the local wage survey committee on submissions presented to the committee by interested parties; this narrative report contains the reasoning upon which the committee bases its decisions and recommendations.

A majority vote of a local wage survey committee constitutes the decision and recommendation of the committee, but a member in the minority may file a report with the committee's recommendation.

Each member of a local wage survey committee, each data collector, and any other person having access to data collected must retain this information in confidence, and is subject to disciplinary action by his employer upon proof of violation of confidence of data secured from private employers. Any violation on the part of a Federal employee is reported to his employing agency and, in the case of a participant designated by a labor organization, to the recognized union and its headquarters, and shall be cause for the lead agency immediately to remove the offending person from participation in the wage survey function.

WAGE SCHEDULES

Regular schedules (nonsupervisory, leader, and supervisory), including "Schedule" wage rates and night shift differentials, are established for each local wage area. Special schedules or rates are established where they are necessary to meet exceptional circumstances. Unless specifically excluded by the Civil Service Commission under the special schedule criterion, all wage board employees within a local wage area are paid rates from the appropriate regular wage schedules. Food service, custodial, and laundry occupations are included in the regular schedules (under the previous system, these occupations had special schedules). A local wage area is a geographic area defined by the Civil Service Commission within which a single set of wage schedules is applied uniformly by Federal installations to covered occupations. The 150 local wage areas are delineated and listed in FPM Supplement 532-1.

Basis for Wage Rates

Wage rates for nonsupervisory schedules reflect the general level of rates paid by private employers in the same local wage area for kinds and levels of work performed in the Federal service.

Wage rates for leader and supervisory schedules are derived from the rates of the regular nonsupervisory schedules by means of established formulas which, when used in conjunction with the separate leader and supervisory grading plans and structures, provide pay differentials above the rates of workers led or supervised which are reasonably in line with those in private industry.

Each regular wage schedule also contains separately stated night shift differentials which are paid in addition to "schedule" wage rates for work on second and third shifts. The amounts of the differentials are determined in accordance with prevailing industrial practices in the local wage area.

The Civil Service Commission prescribes regulations to govern the application and use of wage schedules in fixing the rate of pay for individual employees upon initial employment and following changes, for example, between grades, schedules, or local wage areas.

Regular Pay Schedules

Regular locality wage schedules have grade structures as follows:

Regular nonsupervisory schedule...	15 grades.
Regular leader schedule...........	15 grades.
Regular supervisory schedule......	19 grades.

Each job is placed in its proper grade in accordance with Civil Service Commission standards and instructions.

Nonsupervisory and Leader Schedules.—Each grade of a nonsupervisory and leader wage board schedule has three rates (steps) of pay, with the first and third rates 4 percent below and above the second rate, respectively.

Nonsupervisory and leader employees usually are hired at the first rate of the appropriate grade. With satisfactory work performance (as determined in accordance with the provisions of Chapter 43 of Title 5, USC) an employee advances (receives a within-grade increase) automatically to the second rate after 26 weeks of creditable service at the first rate, and to the third rate after 78 weeks of creditable service at the second rate.

Supervisory Schedules.—Each grade of a regular supervisory wage schedule has five rates of pay, with the 1st, 2nd, 4th and 5th rates being set at 90, 95, 105, and 110 percent, respectively, of the 3rd, or payline rate.

Supervisory employees usually are hired at the first rate (step) of the appropriate grade. With satisfactory work performance (determined in accordance with Chapter 43, Title 5, USC) a supervisory employee advances automatically between step rates after 52 weeks of creditable service in rates 1 and 2, and after 104 weeks in rates 3 and 4.

Special Schedules And Rates

Ordinarily, regular wage schedules set the pay of all wage board employees in a local wage area. However, special rates or schedules are sometimes required under exceptional circumstances.

Special rates or schedules are authorized by the Civil Service Commission when required by law (maritime occupations) or in individual local wage areas when prevailing rates for specific types of positions are so far above the maximum rates of regular wage schedules that the agencies are seriously handicapped in recruiting and retaining qualified employees at the regular schedule rates. The latter condition might apply to positions associated with industries usually covered by regular wage surveys (e.g., model makers in manufacturing); to positions identified with industries not usually included in regular wage survey coverage (e.g., lithographic and printing); or to positions peculiar to a single industry which are subject to unusual work and employment conditions directly affecting the rates paid (for example, the construction industry).

Where practicable special schedules have the same grade, job ranking, and step-rate structure as regular schedules; only the wage rates are different. Where the use of grades is not appropriate, rates only are specified for each individual job. There may also be cases which require the use of a special pay schedule with differences in grade structure and number and use of step rates to be consistent with special industry practices. In each situation involving departure from regular schedule practices the authorization for the special schedule includes instructions for its application and administration.

PREVAILING RATE DETERMINATIONS

The Civil Service Commission prescribes standard practices and procedures for conducting local wage surveys, for analyzing wage survey data, and for developing authorized wage schedules under the Coordinated Federal Wage System.

The survey practices and procedures carry out the principle established by the President in directing:

> "the development of * * * wage policies and practices which will insure interagency equity in wage rates based upon statistically valid wage surveys."

Survey Operations

Within the policies and procedures established for the Coordinated Federal Wage System, a designated lead agency (usually the primary employer of Federal wage board employees in the local wage area) plans and schedules wage surveys; analyzes wage survey data; and develops and issues all required wage schedules for the local wage area.

For those surveys in which it participates, the agency wage committee considers and makes recommendations to the lead agency on all optional matters and differences reported by local wage survey committees, and recommends wage schedules to the pay-fixing authority.

Annual Survey Schedule. — A nationwide schedule of local wage surveys to be conducted during each fiscal year is developed jointly by the Commission and the lead agencies indicating the month in which each wage survey is scheduled to commence. The scheduling of local wage surveys takes into consideration:

- The best time to survey in terms of timing of wage adjustments in the principal local private enterprise establishments;
- Reasonable distribution of workload of the lead agency;
- The timing of surveys for nearby or related local wage areas; and
- Scheduling relationships with other salary and wage survey programs.

Timing and Frequency. — Full scales surveys are made every second year, with interim surveys in alternating years. Interim surveys are conducted by telephone or mail or personal contact by local wage survey committees; but these interim surveys use only the same employers, occupations, and weights of occupations used in computing the wage line of the preceding full scale survey unless the local wage survey committee is authorized to do otherwise by the lead agency.

Survey Coverage

The survey area is that part of the local wage area within which the private enterprise establishments included in the wage survey are located. The survey area coincides wherever possible with a recognized economic community such as a Standard Metropolitan Statistical Area, a political unit such as a county, or a combination of these communities or units.

As part of each local wage survey, private enterprise wage rate data are collected for a prescribed list of jobs which are common to both industry and Government. Survey job descriptions, prepared by the Civil Service Commission, are keyed to industrial work situations and are also representative of wage board occupations and work levels in the Federal service.

Regular Schedule Surveys. — Local wage surveys for the regular nonsupervisory wage schedules are designed to provide a cross-representation of the industrial orientation of the total Federal wage system. They cover private enterprise establishments in standard industrial classifications which employ sufficient proportions of workers in the occupations surveyed to influence significantly the amount of wage data collected or the resulting area job averages, or both, at both the skilled and unskilled work levels. These surveys, however, do not cover food service and laundry establishments and occupations peculiar to those kinds of establishments, or those industries having peculiar employment conditions which directly affect the wage rates paid and which are the basis for special surveys and special rates or wage schedules when similar employment conditions occur in

Federal activities (i.e., construction industry, maritime industry).

The standard industry coverage for all regular local wage surveys includes establishments of the prescribed size in the Standard Industrial Classifications given in FPM 532.

Under certain circumstances exceptions are made to the basic policy that surveys cover only private enterprise establishments. State and local governmental activities may be appropriate for inclusion in a regular local wage survey when the area involved has limited private industry employment and a high concentration of this governmental employment exerts a major influence on the overall level of rates prevailing in the local wage area.

Special Schedule Surveys.—Surveys conducted for the purpose of determining prevailing rates for special wage schedules ordinarily are keyed to the special industry category involved; for example, maritime, printing, construction, or electric power production. Usually the special survey covers all establishments within the local wage area which are significant employers of the kinds of occupations covered by the special schedule.

Selection of Data Collectors

One-half of the data collectors needed for the local wage survey are selected from among local Federal employees recommended by the qualifying labor organization, and one-half are selected from among Federal employees recommended by local Government activities. Where a special schedule is involved, the agency and union data collectors are selected from among the Government activities and employees subject to the special schedule.

Primary consideration in the selection of employees to be used as data collectors, whether representing a labor organization or a local Government activity, is given to their overall ability to perform the duties which will be assigned to them. Data collectors must meet the requirements for knowledge and ability given in FPM 532.

Developing Prevailing Rate Wage Schedules

A wage board rate structure which reflects the overall pattern and level of wage rates prevailing in the local wage area and provides pay distinctions in keeping with work distinctions is the objective of each prevailing rate determination. This objective is carried out where practicable by establishing a straight payline which provides uniform cents-an-hour, grade-to-grade pay differentials for all grades on the schedule. Where, however, a straight payline does not meet the prevailing rate requirement prescribed by statute, a payline is constructed which incorporates one or more turns, or elbows, as necessary to provide the best fit to the local prevailing rate structure.

Statistical data collected are used to compute the payline using the method prescribed in FPM 532.

Effecting Wage Survey Results

Each increase in rates of basic pay granted pursuant to a wage survey is required by statute to be placed into effect within prescribed time limits (5 USC 5342, 5343, and 8704(d)(2)):

- Increases are effective, for employees of the agency which makes a wage survey, no later than the first day of the first pay period which begins after the 44th day, excluding Saturdays and Sundays, following the date on which the wage survey was ordered to be made.
- Increases are effective, for employees of agencies which did not participate in making the wage survey, no later than the first day of the first pay period which begins after the 19th day, excluding Saturdays and Sundays, following the date on which the agency which did not participate receives the data collected in the survey necessary for the granting of the increase.

As far as practicable and consistent with law each new or revised wage schedule is effected by all Federal installations and activities within a local wage area on the same date.

If the increase in rates is not actually applied within the prescribed time limitations, retroactive pay is payable as outlined in FPM 532.

JOB GRADING SYSTEM

The job grading system, under the Coordinated Federal Wage System, includes the following:

- An orderly grouping of the occupations covered by the system;

- A grade framework to establish the basic pegpoints of the grading system;
- Job standards to provide the criteria for determining the relative worth of jobs in terms of grades; and
- A job grading method to assure consistency in the application of job standards.

Occupational Grouping

After consultation with agencies and employee organizations, the CSC establishes and defines individual occupations for use. Generally, each occupation includes the inspector and supervisory jobs and all levels of nonsupervisory work.

The boundaries of an occupation are determined by the set of basic skills and knowledges required to do the work. Each job family has a general occupational category designed to include: (1) lines of work characteristic of the job family but not identifiable with any specific occupation in the family and (2) lines of work with employee populations too sparse to merit treatment as separate occupations.

Until new occupations are formally established, the codes and definitions in the Handbook of Blue Collar Occupational Families and Series issued by the Commission in October 1961, continue to be the official guides for coding and identifying positions. The results of factfinding studies for specific occupations are used as the basis for establishing occupations. Agencies have a continuing responsibility for advising the Commission of their needs for the establishment and revision of occupational definitions.

The Commission provides guides for uniform application in titling jobs within occupations. Job titles are as brief and as broad as possible, consistent with the need to distinguish one occupation from all other occupations.

Key Ranking Jobs

The 39 key ranking jobs listed in figure 5-4 provide the framework of the 15-grade nonsupervisory structure of the Coordinated Federal Wage System. They are descriptions of commonly found kinds of nonsupervisory work in the Federal Government which serve as the pegpoints for determining the relative worth of different lines of work and levels within lines of work. They control the alignment of the grade levels in all nonsupervisory job grading standards. Descriptions of these key ranking jobs are given in Appendix I of FPM Supplement 532-1.

Key ranking job title	*Grade*
1. Laundry Worker	1
2. Janitor (Light)	1
3. Janitor (Heavy)	2
4. Food Service Worker	2
5. Laborer (Light)	2
6. Laborer (Heavy)	3
7. Sales Store Worker	4
8. Fork Lift Operator	5
9. Warehouseman	5
10. Helper (Trades)	5
11. Truck Driver (Light)	5
12. Truck Driver (Medium)	6
13. Packer	6
14. Stockroom Attendant	6
15. Sewing Machine Operator	6
16. Bindery Worker	7
17. Office Appliance Repairer	7
18. Truck Driver (Heavy)	7
19. Truck Driver (Trailer)	8
20. Cook	8
21. Machine Tool Operator	8
22. Water Plant Operator	9
23. Painter	9
24. Carpenter	9
25. Plumber	9
26. Motor Grader Operator	10
27. Automotive Mechanic	10
28. Aircraft Mechanic	10
29. Welder	10
30. Pipefitter	10
31. Sheetmetal Worker	10
32. Electrician	10
33. Machinist	10
34. Electronic Equipment Mechanic	11
35. Radar Mechanic (Ground)	12
36. Tool, Die and Gage Maker	13
37. Die Sinker	14
38. Modelmaker	14
39. Instrument Maker	15

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Figure 5-4.—Key Ranking Jobs for Wage Board Job Grading System.

The Civil Service Commission initiates special studies of the key ranking jobs when it determines that these studies are needed to assure their currency.

Changes in the key ranking jobs are made only on the basis of these studies and after careful consideration of changes in knowledge and skill requirements, as well as the effect of a change on related jobs.

Job Grading Standards

The Commission develops and publishes job grading standards which provide the criteria for assigning grades to jobs. The standards are based on factfinding studies conducted in selected work situations. For jobs not covered by published Commission standards, grades are determined by comparison with standards published for related occupations.

Because of the many differences in duties, skills, knowledges and other aspects of wage board jobs, the standards are developed mainly along occupational lines. Most job grading standards are applicable to specific occupations. The Commission, however, may issue broad standards for functional areas which cross occupational boundaries. Examples of possible broad standards are those for Helper, Inspector, Supervisory, and Leader jobs.

The different grade levels within lines of work are described in terms of the particular occupation covered by each standard. These grade levels in the standards are aligned with the grades of the key ranking jobs.

The grade definitions indicate the key characteristics which distinguish different levels of work within an occupation. The standards do not try to describe every work assignment of each position in the occupation covered. Rather, based on factfinding and study of selected work situations, the standards identify and describe those key characteristics of occupations which are significant for distinguishing different levels of work. They define these key characteristics in such a way as to provide a basis for assigning the appropriate grade levels to all positions in the occupations to which the standards apply.

Job Grading Method

Three different job grading plans (methods) are used for positions under the CFWS. They are methods for nonsupervisory jobs, supervisory jobs, and leader jobs.

- Basic Method—Nonsupervisory jobs are graded by use of a job comparison method without points. Under this method, individual jobs are placed in their correct grades by comparison with grade definitions in appropriate standards.

The method of grading involves consideration of the total job. Four factors are used to identify the nature of the occupational facts to be considered in comparing jobs with grade definitions in standards. These factors are (1) skill and knowledge, (2) responsibility, (3) physical effort, and (4) working conditions. Because of the many possible relationships among significant elements of a job, all pertinent job facts related to the four factors are analyzed.

In all cases, when comparing jobs with the factor information and grade level definitions in standards, a determination is made of the most appropriate grade value, overall, of the total job rather than a mechanical addition of individual factor judgments. Any one factor is not considered by itself.

- Supervisory Jobs—Supervisory employees are covered by a separate grading plan which provides for placing each supervisory job in its proper grade through consideration of the volume, kinds, and levels of work involved and the nature of supervision exercised.
- Leader Jobs.—Leaders also are covered by a separate grading plan. Leader jobs are graded taking into consideration the kinds and levels of work involved.

Job Descriptions

Each agency has the authority to create, change, or abolish jobs and to assign or reassign duties and responsibilities to employees. Civil Service Commission standards do not prescribe agency organization of work or the content of jobs.

In carrying out its responsibilities under the Coordinated Federal Wage System, each agency prepares a written description of the duties and responsibilities of each job, and grades the job that the description represents. Job descriptions are kept up to date to reflect significant changes in duties and assignments. Each agency designs its own job description forms and determines who prepares its job descriptions.

Availability of Jobs.—Whenever an employee is appointed, promoted, changed to a lower grade, or transferred, there must be a job available which has been described and identified according to occupation, title, and grade. This is necessary so that the proper rate of pay and qualifications required to perform the work may be determined.

Content of Descriptions.—Each job description is to contain sufficient information on the following four grading factors to allow proper grading when Civil Service Commission standards are applied (these factors apply only to nonsupervisory jobs)

- Skill and knowledge.
- Responsibility.
- Physical effort.
- Working conditions (including hazards).

To facilitate the analysis of the job and its comparison with job grading standards, each description, to the extent possible, presents the relevant factor information in the same order and sequence as found in the applicable grading standard.

An agency may provide for the addition of information in its job descriptions as desired for other personnel or management purposes.

Job Grading Appeals

A wage board employee may appeal at any time the grade, title, or series assigned his position under a job grading system prescribed by the Civil Service Commission.

These appeal rights are exercised initially within the employing agency. Each agency should establish and publish procedures for processing and deciding job grading appeals. These procedures should be made known, in writing, to all employees. They should ensure speedy processing and decision making. By providing internal appeal procedures at one or more administrative levels up to the office responsible for the wage board job grading program of the department, the opportunity is afforded for corrective action within the agency, if warranted.

A wage board employee may further appeal to the Commission his agency's decision on a job grading appeal concerning the grade, title, or series assigned to his position under a Commission-prescribed grading system.

Decisions made by the Commission on wage board employee appeals are final and binding on the employee and his agency.

Special Schedules.—A wage board employee paid under a wage system or special schedule prescribed by his employing agency, in the absence of a Civil Service Commission prescribed system, may appeal to the Commission only those job grading actions of an adverse nature or those involving questions of coverage under, or exclusion from, the wage board category.

Adverse Actions.—Adverse action appeals (reduction in rank or compensation) do not come under these procedures. They are processed under procedures in FPM 752. (However, in accordance with pay retention policy under the CFWS, an employee's existing rate of pay is retained when he is demoted or reassigned to a lower-pay wage board position through no fault of his own. This policy recognizes the personal hardship and morale factors involved in these demotions or reassignments and provides a transitional period during which efforts should be made to assign the employee to higher grade or level duties.)

CONVERSION TO CFWS

The Coordinated Federal Wage System is being implemented in stages. For example, the first stage in the Washington, D.C. area, was a conversion of employees in the Navy General Wage Service pay system which had 16 levels to the CFWS system with 15 levels (grades). For example, a Carpenter WB-10 under the Navy system became a Carpenter WG-9 with the mechanical conversion. The WG-9 was not a cut in grade, but a relative lowering from the WB-10, resulting from the compression of the Navy's 16 levels into the new schedule of 15 levels. Supervisory employees and leaders were converted to the CFWS with the DOD Wage Rate Schedules released 24 January 1969, retroactive to the first pay period after 30 October 1968.

The first stage conversion in the Washington, D.C. area covered the large majority of Federal wage board employees. It covered employees formerly paid from regular, custodial, laundry and service schedules. However, some special schedules and individual ratings were "set-aside" ("Set-Aside Category Pending Further Study") from coverage in the CFWS pending further study by the Civil Service Commission. The special schedules include jobs in the printing and lithographic service, the academic service, the ship piloting service, and the motion picture service.

The "set-aside" ratings include jobs in the inspection service (which is presently being studied), employees of the Military Sealift Command (formerly MSTS), and jobs in the production planning and control area, which cover Shop Planners and Planners and Estimators.

The CFWS is being implemented on an area-by-area (there are 150 areas) basis, with total conversion of Navy activities expected to be completed in July 1970 and with total implementation of all available CFWS standards in 1971.

General Conversion Plan

Conversion to the Coordinated Federal Wage System is accomplished by a basic three-step plan.

- The first step involves a mechanical conversion process in which grade conversion tables are used to convert existing agency grading and pay structures to the grading and pay structure of the new system. This process is accomplished in each wage area on the date the first Coordinated Federal Wage System wage schedule is placed into effect in that wage area.
- The second step involves the initial application of the job-grading system, including all available Commission job-grading standards, to the jobs that have been mechanically converted. This process will then assure that the converted jobs are in proper alignment with the grading framework of the new system. This process is accomplished in each wage area within one year after the mechanical conversion date in that wage area.
- The third step involves the initial application of any new Commission job-grading standards issued during the remainder of the total conversion period which is the period beginning with the effective date of the initial application of the Coordinated Federal Wage System in an area and ending October 1, 1971.

Specific procedures to accomplish these three steps are indicated in FPM Supplement 532-1.

Application of Standards

The implementation of the CFWS involves the application of the U. S. Civil Service Commission job grading standards. When the President directed that a coordinated wage system be established, the Commission began writing standards for ungraded positions. These standards were submitted to the agencies in draft form for comment. Many Navy activities commented on standards significant to their activities to OCMM, which coordinated the comments. Several Standards have now been released in final form and must be applied to jobs which have been mechanically converted. The new standards now being applied include Laborer, Janitor (replaces Laborer (Cleaner)), Pipefitter, Plumber, Carpenter, Motor Vehicle Operator (replaces Chauffeurs, Truck Drivers, et cetera), Fork Lift Operator, Engineering Equipment Operator, Automotive Mechanic, Cook, Food Service Worker, and Aircraft Mechanic.

Because of the establishment of the Coordinated Federal Wage System, it is natural that the conversion process would result in major changes to the previous separate wage board systems maintained by the individual departments and agencies which covered 800,000 wage board employees. Effective as of the date of conversion in each local wage area, each employee is placed in the appropriate grade of the new grading structure consistent with instructions issued by the Civil Service Commission. Thus application of these new standards results in both upgradings and downgradings of Navy wage board employees. For example, Automotive Mechanics at the WG-9 level were raised to WG-10; on the other hand, Chauffeurs WG-6 were downgraded to Motor Vehicle Operators, WG-5, and Plumbers WG-10 were downgraded to WG-9.

The downgrading actions, however, in no instance result in a reduction of pay. An employee's existing rate of pay is retained when he is changed to a lower grade because of application of these standards and initial conversion to the CFWS as is explained in Subchapter 10 of FPM Supplement 532-1.

MESS AND EXCHANGE EMPLOYEES

A relatively small number of Navy civilian employees are in categories exempted from coverage by laws governing the graded and ungraded positions, because they are paid from nonappropriated funds. Two groups that most naval officers will commonly encounter are employees of Navy messes and Navy exchanges. At present, no civilian exchange employees come under Civil Service jurisdistion; however, some mess employees do. Legislation is currently pending that would bring exchange employees under CSC jurisdiction. Their status is determined by several factors as described below.

NAVY MESS EMPLOYEES

Under Navy Regulations the Chief of Naval Personnel is responsible for the technical direction of officers' messes and enlisted messes ashore. The administration of Navy messes ashore is the direct responsibility of the commanding officer. As the direct representative of the commanding officer in the administration of the mess, the mess treasurer assigns duties and supervises the work of civilian employees, controls the employment and discharge of employees (including enlisted personnel working during their off-duty hours) paid from nonappropriated funds, and establishes working hours and rates of pay subject to the approval of the commanding officer.

Civilian personnel employed by Navy messes are paid from either appropriated or nonappropriated funds. Those paid from appropriated funds may be assigned to duty in all messes except commissioned officers' messes (open) provided that military personnel are not available and duties do not include the selling or serving of alcoholic beverages (such employees are paid from nonappropriated funds). All civilian employees of commissioned officers' messes (open) are paid from nonappropriated funds. All civilian employees of commissioned officers' messes (closed) concerned with administration, essential lodging, and food service are paid from appropriated funds. Such employees are either Civil Service graded or ungraded employees, or non-Civil Service indigenous employees in overseas messes.

In enlisted messes, civilians are employed and paid from nonappropriated funds only when enlisted personnel or civilians paid from appropriated funds cannot be made available. Enlisted clubs are generally operated by the Navy exchange system, except that chief petty officers' messes (open) are operated independently.

Civil Service employees of Navy messes are compensated according to applicable salary and wage schedules. Salaries and wages of non-Civil Service employees are set administratively and are comparable to the rates paid for similar jobs in civilian businesses in the geographic area in which the activity is located. Salary and wage surveys are made periodically by the mess treasurer in order to ensure that mess rates are comparable to those paid for the same types of jobs by comparable businesses in the area. Generally, on any particular station, wage rates for the same type of work paid by the various messes and the Navy exchange are in conformance.

In foreign countries, wage rates of indigenous employees are consistent with agreements between the United States and foreign countries, when applicable.

NAVY EXCHANGE EMPLOYEES

The authority and responsibility for the operation of Navy exchanges are vested in the Commander, Naval Supply Systems Command. This authority and responsibility has been delegated to the Commanding Officer, Navy Resale System Office. Navy exchanges are operated as separate departments of the commands, with exchange officers as department heads.

Employment of civilians to occupy positions in an exchange is authorized only by the exchange officer, except that applicants disapproved by the Navy Resale System Office may not be hired. Generally, only citizens of the United States may be employed in an exchange in the continental United States. If noncitizens are employed, approval of the district commandant must be obtained. In overseas areas, employment must be in accordance with existing joint U. S.-foreign government agreements. In the absence of such agreements, and if no U. S. citizens are available, the exchange officer is authorized to employ noncitizens, subject to the approval of the district commandant or area commander.

Employees are classified as permanent, probationary, temporary, and part-time. They are also placed in categories as follows:

Category A—Hourly paid or salaried nonexecutive employees.

Category B—Salary plus incentive employees.

Category C—Straight incentive plan employees.

Category E—Executive employees.

Authorized jobs and their descriptions and categories are listed in the Navy Exchange Manual.

Wage rates are based on comparable rates paid by private enterprise for similar jobs in the geographic area in which the activity is located. Although provisions of the Fair Labor Standards Act, as amended, are not applicable to the exchange system, they are generally followed as a matter of policy. Rates of pay of Navy exchange employees are not directly affected by any laws administered by the Civil Service Commission at the present time.

Navy exchange officers, area and subarea commanders of the Military Sealift Command (formerly MSTS), and Navy Resale System Office west coast branch are authorized to prescribe rates of pay for their respective activities and are responsible for wage and salary administration with the following restrictions: (1) extra compensation plans that provide awards for reducing expenses such as those caused by inventory loss, waste, and pilferage are permissible only with the prior approval of the Navy Resale System Office; and (2) no retail bonus plans which are geared to profits or sales are permitted.

SUMMARY

The civilian classification structure of the Navy has as its basis the Classification Act of 1949, as amended.

Throughout most of the Federal Government, graded positions are classified, by law, according to the duties and responsibilities involved. All positions are treated alike for the purpose of recruitment, pay, promotion, transfer, and reduction in force. The effects of consistent and accurate position classification on the morale of civilian employees, and their confidence in obtaining fair and equal treatment are such that sound procedures are necessary. One fundamental reason for position classification is to assure equal pay for work that is essentially of equal difficulty and responsibility.

Evaluation of graded positions to determine the proper level or grade is necessary to prevent their descriptions from becoming outdated. As organizations and functions change, the written descriptions of positions must be kept current or difficulties and inequities will result.

Ungraded rating determinations and wages are required, by law, to be established giving consideration to conditions and prevailing wage levels in private industry. Area wage surveys, which determine the pay rates and work requirements of jobs in private industry which are comparable to ungraded ratings under the Coordinated Federal Wage System (CFWS), provide the data on which area schedules of wages are based.

OCCM coordinates proposed requests for changes in the area wage rates or job grading standards from Navy activities, bureaus, and commands and recommends changes to the Department of Defense Wage Fixing Authority.

Responsibility for conducting the Navy's civilian classification programs in accordance with the CFWS, exists at various administrative levels of authority. Generally, the Office of Civilian Manpower Management is responsible for ensuring that the basic programs, policies, and procedures of the Coordinated Federal Wage System are followed.

CHAPTER 6

MANPOWER REQUIREMENTS

In the Navy, as in civilian industry today, emphasis is being placed upon systematic study of personnel requirements and upon advance planning for logistic support.

Increasingly, computers are being utilized to facilitate such study, as is discussed in chapter 7. Determining military personnel requirements and logistics presents a major problem because of the vast turnover of manpower and the never ending job of calculating and supplying information to pay, quarter, distribute, educate, and transport personnel from one assignment to another. To accomplish the Navy's mission, all of these operations must be planned for peacetime conditions, with constant readiness for general mobilization. Thus there must always be two plans, one for peacetime and another for full mobilization, with suitable provision for transition from one to the other.

This chapter discusses these plans (the peacetime and mobilization sections of the Manpower Allocations/Requirements Plan) and their civilian counterpart — the Civilian Mobilization Manpower Allocations/Requirements Plan (CIV-M-MARP) and their relations to or use in Manning Documents, Manpower Authorizations, distribution, and manpower utilization programs including civilian position management.

Officer distribution has long been centralized. Enlisted distribution has been accomplished through the SEAVEY, SHORVEY, and WAVEVEY procedures discussed in this chapter. However because of the increased computer capabilities that the Navy has developed and is presently implementing, these procedures are being replaced by centralized assignment by the Chief of Naval Personnel. Thus major changes are occurring and are expected to continue to occur in all aspects of determining and meeting manpower requirements.

MANPOWER ALLOCATION AND REQUIREMENTS PLANS

The Manpower Allocations/Requirements Plan (MARP) records the Navy manpower allocations and requirements for each activity of the Naval Establishment in peacetime and during mobilization. This plan is divided into two sections:

a. Peacetime Manpower Allocations/Requirements Plan (P-MARP)
b. Mobilization Manpower Allocations/Requirements Plan (M-MARP)

MARP COMPOSITION

The Manpower Allocation/Requirements Plan (MARP) identifies activities with naval military manpower into nine functional groupings according to their Navy assigned mission. The nine functional groups (Segments) are as follows:

Segment	Title
1	Operating Forces
2	Department Headquarters and Support - U. S. (including Alaska and Hawaii)
3	Overseas Field Activities
4	General Training Operating Forces
5	Air Training Operating Forces
6	Officer Candidate and Recruit Training
7	BUMED Training

8	DOD International Staff Activities
9	Accounting Adjustments (For CNO/NAVPERS use only)

Each segment is further divided into lines and then sub-lines. For example the Active Fleet line "01" consists of two sub-lines ("1" Atlantic Fleet and "2" Pacific Fleet). The MARP Code is then expressed 1-01-1 to represent Atlantic Fleet units within the Operating Forces.

CPNAVINST 1000.16B contains a compilation of the MARP and includes codes identifying the designated Military Manpower Claimants and Military Manpower Sponsors for each component part—as well as other entries on the MARP and entries on the Manpower Authorization, OPNAV 1000/2.

Peacetime MARP Section

The peacetime part of the Manpower Allocations/Requirements Plan (P-MARP) contains military manpower information with regard to allocations and requirements for each existing or planned peacetime activity of the Naval Establishment.

- Allocations.—The numbers of officer and enlisted personnel authorized for each activity by the Chief of Naval Operations are the allocation for that activity. Included in the P-MARP are allocations by month for the current fiscal year, allocations for the end of the current fiscal year, and projected allocations for each of the 2 fiscal year-ends following.

- Requirements.—The numbers of officer and enlisted personnel for each activity which have been approved by CNO for planning purposes are called requirements. They consist of the end fiscal year distribution of manpower in the years for which the Secretary of Defense has approved a year-end military manpower strength in the Five Year Defense Program (FYDP). Requirements for the end of the current fiscal year and for each of five additional years are included in the P-MARP. Requirements differ from allocations in that they are planned goals toward which allocations are adjusted.

Mobilization MARP Section

The M-MARP is the Mobilization Section of the Manpower Allocations/Requirements Plan and consists of the phased naval military manpower allocations for each existing or planned activity of the Naval Establishment subsequent to Mobilization Day (M-Day). This plan is a component part of the Navy Support and Mobilization Plan (NSMP).

MARP MAINTENANCE

Military manpower data for the P-MARP and M-MARP are maintained and continuously adjusted by the Chief of Naval Operations.

The Manpower Allocation and Authorization Branch of the Manpower Planning and Control Division in the Office of the Deputy Chief of Naval Operations (Manpower and Naval Reserve) first determines the total number of officer billets and the total number of enlisted billets to be authorized for each activity in the Navy for peacetime operation and following mobilization. Peacetime authorizations are rigidly controlled to ensure that they are within the manpower ceiling approved by the Secretary of Defense in the FYDP. These quantitative authorizations in the aggregrate constitute the MARP.

The quantitative authorizations just referred to are then broken down qualitatively—identifying specific officer and enlisted billets at each naval activity in terms of officer designators, grades, and NOBC's (discussed in chapter 3) and enlisted ratings, pay grades, and Navy Enlisted Classifications (NECs). These qualitative authorizations are promulgated in a Manpower Authorization, OPNAV Form 1000/2, for each activity.

Manpower Authorizations are based on manning documents developed by the Chief of Naval Operations.

COMPLEMENTS AND ALLOWANCES

In the past, Manpower Authorizations have reflected two expressions of naval power: complements and allowances. These terms are in the process of being replaced by the concept of Organizational Manning. (Nevertheless, these terms and their development are explained here since they are currently still in use. The terms which are to replace them are explained under "Development of Manning Documents.")

- **Complements.**—The complement of fleet units is defined as the qualitative and quantitative naval personnel needs of an activity to effectively carry out all missions and tasks in wartime. This includes the ability to perform all equipment maintenance and to maintain Readiness Condition III (Condition Watch 3) and full power operations for indefinite periods as well as 100 percent battle station manning.

The complement of shore activities is defined as the quantitative and qualitative naval personnel needs of an activity to effectively perform all tasks envisioned when mobilized.

- **Allowances.**—The allowance of fleet units is defined as the quantitative and qualitative naval personnel needs of an activity to effectively carry out all missions and tasks in peacetime. This includes the ability to perform all equipment maintenance, carry out normal operating and training, and maintain Readiness Condition III (Condition Watch 3) and full power operations for limited periods, varying by type from 72 hours to 1 week, after which capacity for sustained effort is progressively reduced.

The allowance of shore activities is defined as the quantitative and qualitative naval personnel needs of an activity to effectively perform all peacetime tasks.

DEVELOPMENT OF COMPLEMENTS AND ALLOWANCES

The proposed characteristics and the planned mission of a ship are determined by the Ship Characteristics Board for the Chief of Naval Operations. Contact is made with representatives of appropriate systems commands regarding the operation and maintenance of the equipment, including new designs, and the manpower required for the equipment. The complement, battle bills, and ship's organization of comparable types are studied.

Due to the limitation in accommodations and the compression of complements in recent years, many personnel must be well trained in several General Quarters duties. Wing and fin men on a Terrier missile ship during air defense may be assigned ammunition handling duties in a 5''/54 magazine for surface action. Identification is made of the stations to be manned, based on a Condition III watch breakdown plus any additional maintenance personnel required above those in the watch bill. Maintenance is becoming the predominant factor in determining the manning of new ships. In repair ships and tenders such as AR, AD, and AS types, the additional personnel required to service the ships alongside and to man the shops must be determined.

The capabilities of a man-of-war may be many and varied. For example, certain destroyer types have surface to air missile potential, surface-to sub-surface rocket capability, modern guns for surface and fire support missions, and the capability of antisubmarine action. It has been conservatively estimated that if all Condition I stations were fully manned, some 500 enlisted personnel would be required. Berthing accommodations limit the enlisted complement to about 300 personnel. Under this limitation many personnel must be trained for several battle duties. Men who operate the after antiaircraft battery during air defense may be assigned reloading duties for depth charges during antisubmarine warfare operations. Habitability is considered when the complement is established. All these factors are considered when the officer and enlisted complements are determined.

When a ship is in commission, the numbers authorized in the P-MARP are translated into officers by grade and enlisted personnel by rating group and pay grade required to fight, operate, maintain, and administer the ship. Officer grade is determined by giving due consideration to the degree of experience and seniority required. Officer allowances (and complements) show the billet description such as executive officer, gunnery officer, et cetera, and the Navy officer billet classification code (NOBC).

For enlisted rates a further breakdown is made, where necessary, into Navy enlisted classification codes to indicate special skill requirements within or in addition to the broad occupational field of a rating.

The development of an allowance for any type of activity (air station, naval base, training center, school) follows much the same pattern, requiring research and study of the individual activity. For shore activities, the advice of the bureaus, systems commands, and offices having command and support responsibilities is requested.

USE OF COMPLEMENTS AND ALLOWANCES

Complements and allowances individually and collectively serve as guides for personnel planning, procurement, distribution, and training of officers and men. They are the basis upon which the Chief of Naval Personnel makes enlisted personnel available to distribution commands for further assignment to individual activities under their administrative control and for the assignment of officers to specific billets by the Officer Distribution Division of the Bureau of Naval Personnel. To the distribution commands (EPDOs) they are the guide or pattern to be followed in apportioning the individual men to each separate activity. They are the basis for field personnel accounting.

Allowance and complement summaries are used for determining requirements in order to produce promotion plans, estimates of appropriations for pay and subsistence, procurement plans, determination of numbers and kinds of personnel to be maintained and trained in the Regular Establishment and in the Reserve components, and numbers and kinds of personnel to be procured directly from civilian sources. They serve as a source document in the determination of rising manpower requirements including phasing for M +1 month, M+2 months, M+3 months, M+6 months, and M+12 months.

The terms complement and allowance are being replaced for use in ship and squadron manning documents but are to be continued in use for Shore Manning Documents.

DEVELOPMENT OF MANNING DOCUMENTS

The Chief of Naval Operations is developing a series of Ship Manning Documents (SMD) for all ship classes and Squadron Manning Documents (SQMD) for all type aircraft squadrons. These documents display in detail the rationale for manning requirements predicated upon mission, required operational capabilities, operating profile, configuration, and computed workload. An SMD or SQMD is the basic manning document for the class ship or type aircraft squadron to which it applies. As such, it is the basis for the Manpower Authorization (OPNAV Form 1000/2) but does not substitute for it. Manning developed in the class SMD or type SQMD will be reflected in individual manpower authorizations unless Conditional Manning is imposed or individual unit configuration or composition varies significantly from that cited in the SMD or SQMD. An SMD or SQMD is implemented upon the issuance of individual manpower authorizations reflecting the manning displayed in the document. At that time, the terms "Complement" and "Allowance" are replaced and are no longer to be employed (except for use in Shore Manning Documents). The following terms then become effective:

- Organizational Manning which is the delineation by individual billets of the minimum quantitative and qualitative officer and enlisted manpower needs essential to performance of the mission and required operational capabilities prescribed for a fully ready unit. This is the manning displayed in the SMD or SQMD.

- Conditional Manning which is any reduction quantitatively or qualitatively from Organizational Manning. As expressed in individual manpower authorizations, Conditional Manning will reflect two specific limiting conditions:

1. Billets which are required for Organizational Manning but which will not be authorized under Conditional Manning; and
2. Specific associated functions which will be reduced or deleted in conjunction with the reduction in authorized manpower.

Conditional Manning will generally occur (and be reported) as specified in OPNAVINST 1000.19A of 21 Sept. 1970 (NOTAL).

Briefly, Organizational Manning or Conditional Manning is to be implemented when directed by CNO. Generally, Conditional Manning will occur as follows:

1. When inadequate Navy end-strength is authorized by the Secretary of Defense. In this case a reduction in operational capabilities will also be identified when Conditional Manning is imposed.

2. When the fleet personnel inventory falls below authorized levels. In this case, the Fleet Commander-in-Chief apportions assets as required to fulfill most urgent current mission requirements. In accomplishing this apportionment the level of manning and functional requirements to be performed must be realistically matched and specified. Residual functions beyond the capability of available assets are then reported as a degradation of force, type, class, or unit readiness as appropriate. The Fleet Commander-in-Chief specifies those units conditionally manned.

3. When ship or squadron on-board personnel falls below authorized levels. In this case, the individual commanding officer must determine and report the functional degradation resulting from unfilled billets. OPNAVINST 03501.2A of 25 Nov 1969 (U) (NOTAL) provides the frame work for gross personnel readiness reporting in terms of C-rating. In addition, however, specific functions

affected must be determined and reported employing the Required Operational Capabilities statements provided in conjunction with the SMD or SQMD.

The organization and assignment of billets shown in the SMD or SMQD are predicated upon work study and detailed analysis and are considered to achieve optimum utilization of authorized resources. These manning documents are, however, advisory in nature. The actual organization and assignment of personnel are dependent on variances in configuration and special qualifications or abilities of individuals and therefore continue to be the responsibility of command. The organization and assignment of personnel listed in the SMD or SQMD do provide guidance, however, in matching personnel with specific functions and are useful in identifying functional degradations resulting from personnel shortages. It is incumbent upon Fleet Commanders in Chief to act on the information provided by individual commanding officers by providing immediate relief in the form of required personnel or by advising higher authority of the reduced capabilities of the affected unit and its state of Conditional Manning.

A related program is in progress to develop and document minimum manpower requirements for shore activities. This program will produce Shore Manning Documents (SHMD) for individual naval shore activities.

MANPOWER AUTHORIZATIONS

The Manpower Authorization, OPNAV 1000/2, promulgated by the Chief of Naval Operations, lists and describes the individual billets authorized for each naval activity (fig. 6-1).

As an integral part of the Navy Manpower and Personnel Management Information System (MAPMIS) (discussed in chapter 7) the Manpower Authorization has the following uses and applications:

- As an expression of manpower needs of an activity, it is the authority used by Enlisted Personnel Distribution Offices and the Chief of Naval Personnel to provide requisite personnel distribution and Naval Reserve recall.

- It is the basic document for current and future peacetime and mobilization naval manpower planning in the areas of recruiting, training, promotion, personnel distribution, and Naval Reserve recall.

- It represents the single official source document for the statements of complement and allowance. (NOTE: The use of terms "complement" and "allowance" are to be discontinued upon full implementation of the manning document program for ships, aircraft squadrons, and shore activities.)

OPNAVINST 1000.16B contains descriptions of entries on Manpower Authorizations and gives the format and procedures for requesting changes to Manpower Authorizations.

RESPONSIBILITIES FOR MANPOWER AUTHORIZATIONS

The preparation, publication, and approval of Manpower Authorizations is a responsibility of the Office of the Chief of Naval Operations.

In the past, Military Manpower Sponsors designated by the Chief of Naval Operations served as the principal advisors to the Chief of Naval Operations on manpower matters for activities under their sponsorship. However, with the growth of the Resources Management System (RMS) it became apparent that each command should have cognizance of all resources required to perform its mission. Therefore the concept of a Military Manpower Claimant was developed, and implemented in addition to Military Manpower Sponsors.

Military Manpower Claimant

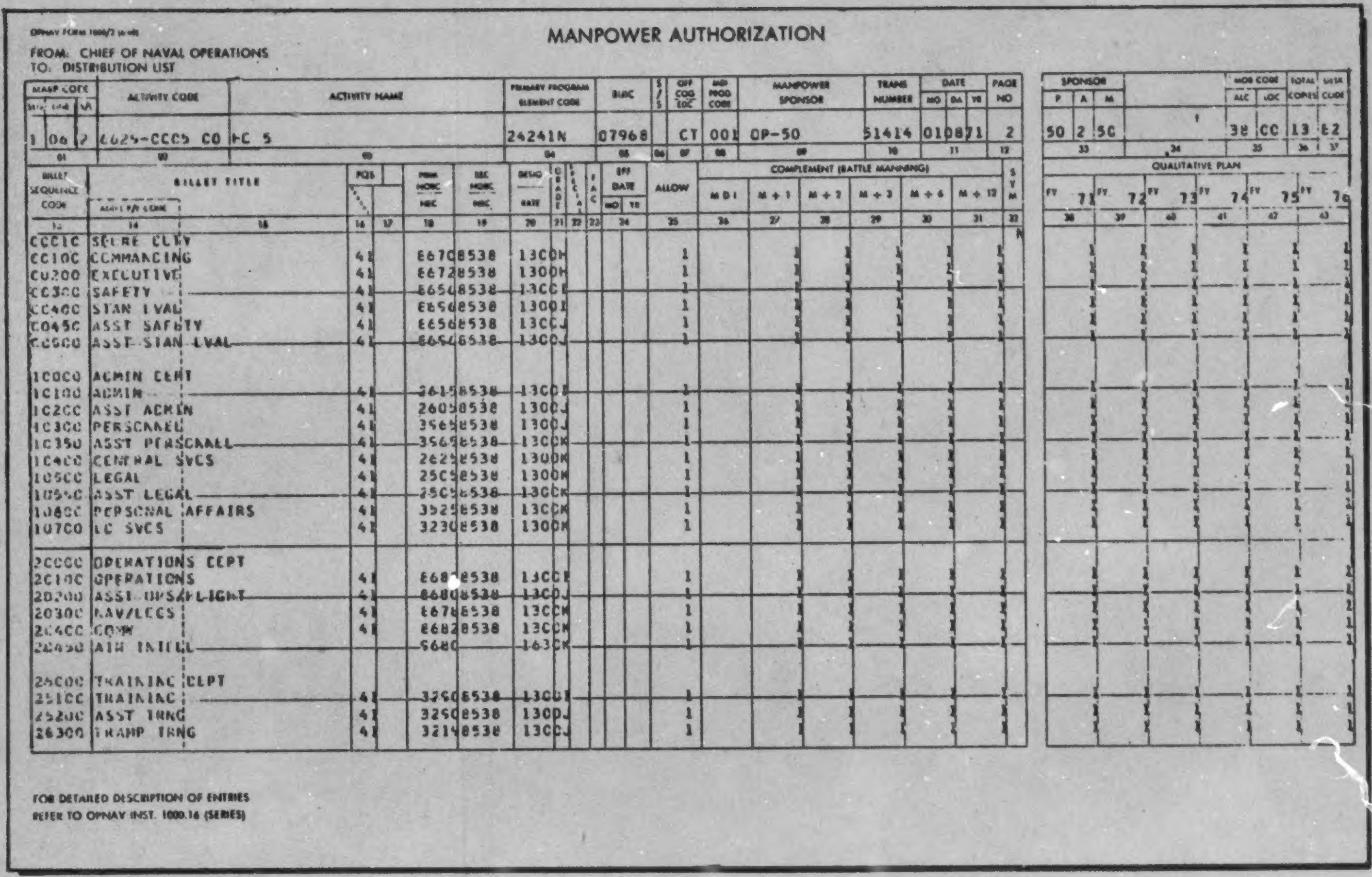
The Military Manpower Claimant is the command, bureau, or office in the administrative chain of command assigned responsibility by CNO for management of military manpower requirements of assigned activities.

As the senior echelon in the administrative chain of command below the Chief of Naval Operations, the Military Manpower Claimant has the following specific responsibilities in addition to the general responsibilities of the chain of command.

Perform final review of all change requests forwarded through the chain of command and forward those requests recommended for approval to the Chief of Naval Operations with appropriate recommendations including comments concerning the applicability and availability of compensation.

- Ensure that information copies of those change requests recommended for approval are forwarded promptly to appropriate Military Manpower Sponsors with copies of all endorsements.

- Respond promptly to requests from the Chief of Naval Operations for specific activity



OPNAV FORM 1000/2 (4-68)

MANPOWER AUTHORIZATION

FROM: CHIEF OF NAVAL OPERATIONS
TO: DISTRIBUTION LIST

MASP CODE			ACTIVITY CODE	ACTIVITY NAME	PRIMARY PROGRAM ELEMENT CODE	BUIC	S/S	OFF COG LOC	MD PROD CODE	MANPOWER SPONSOR	TRANS NUMBER	DATE MO	DA	YR	PAGE NO
1	06	2	6625-CCC5 CO	HC 5	24241N	07968		CT	001	OP-50	51414	01	08	71	2
01			02	03	04	05	06	07	08	09	10	11			12

SPONSOR P	A	M		MOB CODE ALC	LOC	TOTAL COPIES	USER CODE
50	2	5C	1	38	CC	13	E2
33			34	35		36	37

BILLET SEQUENCE CODE 13	BILLET TITLE (AMPLIF P/R CODE) 14, 15	POS 16	17	PRIM NOBC NEC 18	SEC NOBC NEC 19	DESIG RATE 20	GRADE 21	SPECIAL 22	FAC 23	EFF DATE MO YR 24	ALLOW 25	COMPLEMENT (BATTLE MANNING) M D I 26	M + 1 27	M + 2 28	M + 3 29	M + 6 30	M + 12 31	SYM 32	QUALITATIVE PLAN FY 71 38	FY 72 39	FY 73 40	FY 74 41	FY 75 42	FY 76 43
CCC1C	SECRE CLRY																	N						
CC10C	COMMANDING	41		E670	8538	13C0	H				1		1	1	1	1	1		1	1	1	1	1	1
CU200	EXECUTIVE	41		E672	8538	1300	H				1		1	1	1	1	1		1	1	1	1	1	1
CC3CC	SAFETY	41		E654	8538	13CC	I				1		1	1	1	1	1		1	1	1	1	1	1
CC4CC	STAN EVAL	41		E656	8538	1300	I				1		1	1	1	1	1		1	1	1	1	1	1
C045C	ASST SAFETY	41		E656	8538	13CC	J				1		1	1	1	1	1		1	1	1	1	1	1
CC5C0	ASST STAN EVAL	41		E654	6538	13C0	J				1		1	1	1	1	1		1	1	1	1	1	1
1C0C0	ADMIN DEPT																							
1C10C	ADMIN	41		2615	8538	13C0	I				1		1	1	1	1	1		1	1	1	1	1	1
1C2CC	ASST ADMIN	41		2605	8538	1300	J				1		1	1	1	1	1		1	1	1	1	1	1
1C3CC	PERSONNEL	41		3565	8538	1300	J				1		1	1	1	1	1		1	1	1	1	1	1
1C350	ASST PERSONNEL	41		3565	8538	13CC	K				1		1	1	1	1	1		1	1	1	1	1	1
1C4CC	CENTRAL SVCS	41		2625	8538	1300	K				1		1	1	1	1	1		1	1	1	1	1	1
1C5CC	LEGAL	41		25C5	8538	1300	K				1		1	1	1	1	1		1	1	1	1	1	1
1C55C	ASST LEGAL	41		25C5	8538	13CC	K				1		1	1	1	1	1		1	1	1	1	1	1
1C6CC	PERSONAL AFFAIRS	41		3525	8538	13CC	K				1		1	1	1	1	1		1	1	1	1	1	1
107C0	EC SVCS	41		3230	8538	1300	K				1		1	1	1	1	1		1	1	1	1	1	1
2CCCC	OPERATIONS DEPT																							
2C10C	OPERATIONS	41		E68[illegible]	8538	13CC	I				1		1	1	1	1	1		1	1	1	1	1	1
20200	ASST OPS/FLIGHT	41		8600	8538	13C0	J				1		1	1	1	1	1		1	1	1	1	1	1
2030C	NAV/LCCS	41		E678	8538	13CC	K				1		1	1	1	1	1		1	1	1	1	1	1
2C4CC	COMM	41		E682	8538	13CC	K				1		1	1	1	1	1		1	1	1	1	1	1
20450	AIR INTELL			5680		163C	K				1		1	1	1	1	1		1	1	1	1	1	1
25C0C	TRAINING DEPT																							
251CC	TRAINING	41		3250	8538	13C0	I				1		1	1	1	1	1		1	1	1	1	1	1
2520C	ASST TRNG	41		3250	8538	1300	J				1		1	1	1	1	1		1	1	1	1	1	1
26300	TRAMP TRNG	41		3214	8538	13CC	J				1		1	1	1	1	1		1	1	1	1	1	1

FOR DETAILED DESCRIPTION OF ENTRIES
REFER TO OPNAV INST. 1000.16 (SERIES)

52.54

Figure 6-1.—Sample Manpower Authorization, OPNAV 1000/2.

changes required to implement manpower end-strength adjustments directed by higher authority.

- As necessary, coordinate with other Military Manpower Claimants when proposed changes which affect activities under the command of one Military Manpower Claimant have significant impact on operational capabilities of activities under the command of another Military Manpower Claimant.

- When proposing changes in mission, tasks, functions or configuration of an activity, ascertain the manpower feasibility of the proposed change. This includes the requirement to arrange for associated programming of manpower in phase with the changes. Whether recommending reprogramming from within existing resources or originating either changes for subsequent annual Navy Program Objectives Memorandum (POM) submissions or Program Change Requests (PCR's), close coordination with the Chief of Naval Operations and, as appropriate, Military Manpower Sponsors, is necessary in the determination of manpower requirements and the programming actions to be undertaken.

- In coordination with Military Manpower Sponsors assist NAVCOMPT and CNO in providing justification, validation, and reclama material for manpower under their command during annual budget review and apportionment review hearings.

- Recommend to the Chief of Naval Operations billet requirements for assigned activities and planned mobilization activities which do not exist in peacetime. Justification for all changes must be included.

- Review periodically the mobilization section of the Manpower Allocation/Requirements Plan (M-MARP) for each assigned activity and report changes as occurring to ensure the following:

1. Only essential manpower requirements are phased in during the early months of mobilization.
2. Obsolete manpower requirements are deleted and new requirements are established.
3. Mobilization requirements reflect only the numbers to be assigned at the end of each phase month.
4. That M-Day Increment (MDI) reflects only manpower urgently and immediately required to perform initial wartime tasks.

- As necessary promulgate and maintain directives required to implement the prescribed procedures within their commands.

Military Manpower Sponsors

The Military Manpower Sponsor is the command, bureau, or office of the Navy Department in the Washington area designated by the Chief of Naval Operations to provide specialized advice in military manpower matters for appropriate activities under cognizance of such a command, bureau, or office. Sponsors are assigned on the basis of special direct interest, knowledge, or technical competence with relation to the activity. In those instances wherein a second command, bureau, or office has interest in an activity commensurate with that of the Sponsor, a secondary sponsor may be designated.

Military Manpower Sponsors have the following responsibilities:

- Provide technical advice to the Chief of Naval Operations and Military Manpower Claimants on military manpower requirements for activities under their sponsorship for both peacetime and mobilization situations.

- Although Military Manpower Sponsors are no longer intermediate addressees on Manpower Authorization change requests forwarded to the Chief of Naval Operations it is essential that they carefully review the information copies of change requests forwarded by Military Manpower Claimants and provide pertinent comments to the Chief of Naval Operations when applicable. Comments should, as appropriate, include the following considerations:

1. Feasibility of the recommended change in the light of long-range plans, Navy-wide policy, and other considerations.
2. Appropriateness of compensation offered.
3. Applicability of change to similar activities.
4. Effect of mobilization changes as related to the broad aspects of the Joint Strategic Objectives Plan (JSOP), Joint Strategic Capabilities Plan (JSCP), and Navy Support and Mobilization Plan (NSMP).

Administrative Chain of Command

Requests for changes to Manpower Authorizations are to be forwarded via the chain of command to the Military Manpower Claimant who forwards requests recommended for approval to the Chief of Naval Operations. The designated Military Manpower Sponsor is furnished on information copy of all such correspondence forwarded to the Chief of Naval Operations, including copies of all forwarding endorsements. In the event the Sponsor takes exception to the action recommended by the Military Manpower Claimant it is his responsibility to submit such objection in writing to the Chief of Naval Operations. In the absence of Military Manpower Sponsor comments, the Chief of Naval Operations will, at his option, reach a decision based on the Military Manpower Claimant's recommendations or solicit comments from the appropriate Military Manpower Sponsor.

Conversely, in the event of changes directed by higher authority the implementation of such changes will be coordinated directly between the Chief of Naval Operations and the command(s) affected who are designated as Military Manpower Claimants. Military Manpower Sponsors may be called on for technical advice by the Deputy Chief of Naval Operations (Manpower and Naval Reserve) or the Military Manpower Claimants, as appropriate, prior to the final decision of the Chief of Naval Operations.

When requests for changes are forwarded which include quantity, grade, or rate increases, but do not identify compensation, the chain of command makes recommendations regarding compensation except on mobilization requirements. The Chief of Naval Operations retains decision authority on all change requests and endorsements forwarded by the Military Manpower Claimant. In the case of requests which do not include necessary compensation, a determination will be made as to whether or not reprogramming (through reduction of other programs) to accommodate such changes is warranted by the relative priority of the program for which the change is proposed. As a general rule, when requests for changes are received without compensation, the Chief of Naval Operations must assume that, in the opinion of the originator and the chain of command, the program for which the increased requirements are requested is of lesser importance or lower priority than all other programs currently being supported.

Forwarding endorsements should indicate whether changes are considered to be applicable to other activities having the same mission, tasks, functions, or equipment. This is particularly applicable to recommendations for ship or aircraft squadron classes originating within the chain of command of a Fleet or Type Commander.

It is the policy of the Chief of Naval Operations to standardize Manpower Authorizations for activities having the same functions. Accordingly, efforts must be continued to eliminate variations in Manpower Authorizations which are not required by differences in equipment, configuration, tasks or functions, and to document requirements for necessary variations.

Commanding Officers

Commanding officers are responsible for ensuring that the number of billets, in allowance and complement, including skills, pay grades, and special qualifications reflected in the Manpower Authorizations are the minimum military requirements necessary to support the mission, tasks, and functions of the command. In order to ensure optimum manpower utilization each commanding officer should periodically review and evaluate his manpower situation and, when appropriate, recommend changes to his Military Manpower Claimant via the chain of command in accordance with OPNAVINST 1000.16B. When minor changes are requested and the originator believes that CNO can act upon the request without comment or recommendations of officers in the chain of command, the request may be sent directly to CNO with copies to the chain of command.

Particular emphasis should be placed on identifying areas in which manpower may be saved and/or skill levels reduced without adverse effect on mission accomplishment. It must be recognized that the probability of approval of increases for which compensatory decreases are not identified is extremely low, except when prior action has permitted such increases to be included in the PCM and has resulted in Secretary of Defense approved manpower end-strength increases to perform the desired task.

REQUESTING CHANGES

Requests for Manpower Authorization changes are submitted on either the Manpower Authorization Request, OPNAV Form 1000/4A or on the short form shown in figure 6-2, as appropriate, depending on the type and extent of proposed changes and their conformance with or effect on authorized strength limitations.

Manpower Authorization Short Form Change Request

(Classification)
(Originator)
(Date)

Manpower Authorization ____(Activity Title)____, Transaction Number ________
of ____(Date)____

Situation: Describe changed requirements necessitating revision of the manpower authorization. Include authority for, or cause of the changed requirements. This paragraph constitutes the justification for the request.

Billets: Identify billets by Billet Sequence Code, title (if any), designator or rating, grade and whether base or augment. Indicate recommended changes on a separate line.

Specific Action Recommended: Include the estimated time to implement if immediate action is not required.

Copy to:
Administrative Chain of Command

52.65

Figure 6-2. — Short form for requesting manpower authorization changes.

A revised Manpower Authorization (OPNAV Form 1000/2) is not promulgated each time a change is made. Significant changes usually result in a complete reprinting, while minor changes do not justify the cost of printing and distribution.

Most of the data reflected in the allowance can be determined by checking the latest Officer Distribution Control Report (ODCR, NAVPERS 1301/5) for officer billets and Enlisted Distribution and Verification Report (BUPERS 1080-14) for enlisted billets. In order to verify changes to mobilization data and fiscal year end-strengths it is necessary to refer to the new OPNAV Form 1000/2 issued when significant changes occur in these areas.

Student quotas at service colleges (including Post Graduate School), as assigned by the Chief of Naval Personnel, are based on student billet requirements. Requests for student billets should be submitted separately from other manpower requests and do not require submission of OPNAV Form 1000/4A. The correspondence requesting student billets must include designator, grade, compensation, and justification in accordance with OPNAVINST 1000.16B.

Billet Stability

Billet stability is desired where feasible. Changes to the Manpower Authorizations (OPNAV Form 1000/2) often require a correction to the allowance of an activity which may necessitate the movement of personnel to fill the revised allowance. Frequent and numerous billet changes result in a waste of naval manpower and funds. Change requests of the following nature are specific examples of such waste and will not receive favorable consideration:

- Changes precipitated by a desire to acquire the service of a particular individual.
- Changes which are requested for the purpose of modifying existing billets to accommodate an incumbent.
- Recurring changes which affect only fragments of an activity but have the overall effect of a major reorganization of the activity.

Strength Limitations

Cumulatively, Manpower Authorizations, OPNAV Form 1000/2, reflect the apportionment of total Navy military manpower resources as authorized by the Secretary of Defense in the Department of Defense Five Year Program (FYDP) and total Navy-wide mobilization military manpower requirements phased from the day of mobilization through the succeeding 12 months. Total Navy-wide manpower authorizations cannot exceed the end-strength authorized for each fiscal year. Mobilization requirements however, are not subject to end-strength limitations.

Manpower authorization change requests, are not vehicles by which the Chief of Naval Operations can acquire additional end-strength. All requests for additional manpower, except mobilization requirements, for which end-strength increases have not been approved within the FYDP, must identify compensatory decreases in manpower in order that the request can be satisfied within approved manpower ceilings. Since the annual Navy Program Objectives Memorandum (POM) is now the primary vehicle for proposing FYDP manpower adjustments to the Secretary of Defense, manpower increases should be included in the POM. Once the POM for a particular fiscal year has been reviewed by the Secretary of Defense and a Program Decision Memorandum (PDM) issued, no further increases to a program are usually possible except by reprogramming within existing resources. Changes which will increase military readiness significantly and that are considered of such an urgent nature as to require Secretary of Defense review out of cycle or involve inter-service functional transfers which create manpower authorization increases to end-strength, may be processed to the Secretary of Defense by means of a Program Change Request (PCR). When a PCR is prepared and submitted, copies must be forwarded to all affected Military Manpower Claimants. PDMs are normally issued six to eight months prior to the commencement of the fiscal year addressed by the POM. Therefore, changes to an activity's mission, task, function or configuration which will require manpower changes must be identified to the Chief of Naval Operations a minimum of one year prior to the commencement of the fiscal year in which the manpower change is required. This early notification is essential if the desired manpower change is to be included in the POM.

In addition to the overall quantitative restrictions outlined above, there are qualitative controls and restrictions imposed by Title 10 of the United States Code and enlisted grade ceilings established by the Secretary of Defense. Therefore, it is imperative that manpower authorizations reflect the MINIMUM numbers and grades required to carry out assigned missions and tasks.

OFFICER DISTRIBUTION

The responsibility to meet billet requirements and the parallel responsibility to afford all officers assignments which will offer opportunity for development of professional and personal capabilities rests primarily with the Chief of Naval Personnel. For this reason, except as noted hereafter, orders involving permanent change of station for officers are originated by the Chief of Naval Personnel, and are based on the individual records of officers, on the personnel situation in all operating units, afloat and ashore, on the professional needs of the individual officers, and to the maximum extent practicable, on the individual preferences of officers.

As a matter of convenience in the field, authority is delegated from time to time to field commanders to assign officers to permanent stations within the command. Individual authorizations in each instance define the scope of the authority so delegated, and are granted to facilitate distribution of personnel within the command. Only the Chief of Naval Personnel can delegate authority to field commands to issue orders, and such authority is always limited to specific types of orders. Such orders issued to officers by field commands should reference the authority from the Chief of Naval Personnel to issue orders. Assignments of officers to specific billets at a duty station are made by the ordering authority only in the instances of key billets requiring special, technical qualifications. Examples of such billets are commands of stations and ships in commission, executive officers of major types of vessels and activities, supply officers, and disbursing officers.

The Navy officer billet classification (NOBC) codes are included on the Manpower Authorization to further identify officer billets, for the compilation and standardization of types of officer billets, and as a means of securing efficient utilization and assignment of officer personnel.

The officer designator codes and the officer billet codes assist in the assignment of officers to billets.

The assignment of officers to billets not designated as requiring special qualifications is the responsibility of the local commands to which officers are ordered to report for duty.

OFFICER DETAILING

Upon being detailed to an activity, primary duties are assigned to officers by commanding officers in accordance with the standard organization of the unit concerned and the existing allocations assigned to the unit. In making these assignments to duty, local commands are guided by the information appearing in the officer service records and by the necessity of affording each officer maximum opportunity to obtain well-rounded, professional experience.

Billets marked with a dollar sign on the Manpower Authorization are designated as key managerial positions and personnel so assigned should be permitted to remain in these billets for a minimum of three years. If it becomes necessary to reassign personnel in key managerial positions prior to completion of a 3-year period, the Chief of Naval Personnel is to be apprised of the reasons for such assignment.

Navy Regulations specifies that ensigns of the line shall not be detailed to duty on a staff nor as the aide to the commanding officer except by the Chief of Naval Personnel.

In addition to the primary duties prescribed for the billet to which an officer is assigned, he may be assigned additional or collateral duties which are considered necessary to carry out the proper administration of the command. The standard organization prescribed by United States Navy Regulations describes the primary billets and billets for assistants necessary in some commands. Examples of such additional duties which are common to most commands, and which are primary duties in some commands are: Auditing Board member, Project Transition officer, educational services officer, Hull Board member, and legal referral officer. (CNO has authorized Chief Petty Officers to perform various specified types of collateral duty when appropriate.)

Male junior officers are assigned successively to duty in the several departments in a planned program of orientation in departmental functions. The Operations, Engineering, and Weapons departments must be maintained on a level of co-equal importance. Overemphasis on one department leads to derogation of the others. Internal rotation as well as change of duty rotation is essential to provide naval officers fully qualified for command at sea. The one unchanging goal for the unrestricted line officer is command. The length of tour in each department may be increased as necessary in each case to permit full opportunity for training and becoming qualified, but should be not less than 6 months. It is expected that unrestricted line officers will qualify as officer of the deck at the earliest opportunity. The program for rotation of duty for training is planned to permit such qualification.

In order to ensure a proper groundwork for the development of young officers as capable mariners, an officer preferably is not considered available for special instruction, such as post-graduate instruction, until he has completed 3 to 4 years afloat. However, some graduates of the Naval Academy and other officer programs are assigned directly for further post-graduate instruction.

Women officers are assigned to duty in the same manner as male officers except that they are not assigned to duty on ships of the Navy, except hospital ships and naval transports, nor to aircraft engaged in combat missions.

During their initial tours of active duty junior women line officers are detailed to duties in accordance with a planned program of orientation. Commanding officers may assign them to billets of increased responsibility during their second year of commissioned service or re-assign them within their commands to another type of duty which will permit them to gain experience in a different kind of Navy billet.

One woman officer of the active list of the Regular Navy or of the Naval Reserve of suitable grade is detailed to duty at each district headquarters and naval air command where enlisted women are serving. She is ordered to a suitable authorized billet. In addition to her primary duties, this officer is designated the Assistant for Women, for the district or air command, and, as such, she acts in an advisory capacity on matters concerning the administration of women personnel.

The commanding officer of each naval activity to which women personnel are assigned to active duty is required to designate as women's representative one woman officer to advise him on matters concerning the administration of women personnel under his jurisdiction. At activities having large numbers of enlisted women, assignments as women's representatives are made by the Chief of Naval Personnel in the same manner as assignments of Assistants for Women in the naval districts.

OFFICER ROTATION AFLOAT AND ASHORE

The basic policy with regard to rotation of sea and shore duty for officers is stated in BUPERSMAN 1820180. A tour of sea duty (cruise), is defined as including "only service on board seagoing ships of the fleet and other service specifically designated as sea duty, including duty at stations defined as foreign-shore duty."

Rotation of Line Officers

Rotation of line officers is as follows:

Sea and Foreign Duty. — Normal tours of sea and foreign duty are:

Male Officers:

1. Two years for commanders and above.
2. Three to five years for officers below the grade of commander, except warrant officers. Cruises for warrant officers vary by category as determined by the number of "sea" and "shore" billets within each category. BUPERS directives reflect current tour practices.

Female Officers:

1. Normally 18 months minimum for all grades. Ensigns are not normally assigned to duty outside the contiguous 48 states and the District of Columbia.

Shore Duty. — Normal tours of shore duty for line officers are:

Male Officers:

1. Three years for captains and above.
2. Two and one-half to three years for commanders.
3. Two to three years for officers below the grade of commander.

Female Officers:

1. Two and one-half to three years for lieutenants and above.
2. Two to two and one-half years for ensigns and lieutenants (junior grade).

Staff Officer Rotation

For male officers of the staff corps, a regular alteration between sea and shore cannot always be affected. Normal sequence generally is: shore-sea-shore-foreign shore. The sequence may be modified by the needs of the service and the necessity to equalize the character of total service performed by officers of the same grade.

For women officers of the staff corps (including officers of the Nurse Corps) the normal tour of duty in any one locality within the 50 states and the District of Columbia is 3 years; overseas assignments normally are for a minimum of 18 months.

Rotation of LDOs

Rotation of limited duty officers between sea, shore, and foreign shore duty approximates the rotation of unrestricted line officers.

OFFICER DISTRIBUTION CONTROL REPORTING SYSTEM

Instability in the numbers and types (qualifications) of officers to be distributed, and the same variation of activities in which they must serve, make the business of officer distribution a complex one. Rather than having many specialized files of officers, the Bureau of Naval Personnel maintains one central "data bank." This system employs a large scale computer from which automated information concerning officers may be derived accurately and rapidly. For example, when an officer changes grade, reports to a new duty station, retires, et cetera, the central "data bank" is brought up to date, based on the information submitted by an activity diary or generated within BUPERS. The consequent advantage is that this change is made in only one place, but all reports produced will reflect this new information.

Officer Distribution Control Report

Officer Distribution Control Report (ODCR), NAVPERS 1301/5, is prepared by BUPERS for each Navy activity having an officer allowance. The officer billet and assignment information contained in the ODCR represents BUPERS computer data bank input by CNO, BUPERS, the Navy activities and the individual officers. The ODCR portrays a variety of information concerning the officers assigned to the activity and the billets being filled, the billets which remain unfilled, and those officers reporting for duty at a later date.

The ODCR is prepared monthly by BUPERS as a "statement of account" for pertinent Navy activities. It provides the activities with a routine system for verifying information contained in the BUPERS officer personnel data bank, and serves as an indicator for BUPERS in determining and evaluating officer personnel requirements. The ODCR is distributed monthly in multiples of five copies.

The validity and accuracy of the information contained in the ODCR is dependent upon the timely and precise submission of data to BUPERS through the personnel diaries and other pertinent reporting systems. Therefore the ODCR should be reviewed thoroughly upon receipt by each Navy activity, and all discrepancies or required corrections verified and reported in accordance with Instructions for the Naval Manpower and Personnel Management Information System (MAPMIS), Part I (ACTIVE), NAVPERS 15642 (short title—MAPMISMAN).

The ODCR is designed to reflect four specific types of information:

- Activity data—activity name and code, MARP, et cetera.
- Billet data—Description of authorized activity billet, sequence code, NOBC, et cetera.
- Officer data—Specific personnel data on each officer attached to the activity such as number of dependents, collateral duties, and date of rank.
- Phase data—When applicable, reflects a pending change to activity name, or to activity or MARP codes.

MAPMISMAN describes the ODCR in detail and provides interpretation of the codes, abbreviations, and definitions necessary for reading, verifying, and correcting data contained in the report. Such information is also given in the Manual of Navy Officer Classifications, NAVPERS 15839-B (discussed in chapter 3).

CENTRALIZED ASSIGNMENT CONCEPT

The Chief of Naval Operations has endorsed the concept of centralized assignments for ALL Navy petty officers and designated strikers and the Chief of Naval Personnel has undertaken the conversion of the enlisted distribution system to this concept in an orderly incremental fashion. At present personnel in approximately half of the enlisted ratings are included under the centralized assignment concept and are distributed by the Chief of Naval Personnel. The other half are distributed under the SEAVEY, SHORVEY, and WAVEVEY procedures discussed later in this chapter. It is expected that ALL enlisted personnel (except SN, FN and AN; Enlisted Aviation Pilots; members of the Insular Force; and TARs) will be centrally assigned by the Chief of Naval Personnel by 1 June 1972.

RESPONSIBILITY

Under the Centralized Assignment Concept, the responsibility for identifying personnel requirements and recommending the order in which they should be filled resides with three Enlisted Distribution Commanders: Commander-in-Chief, U.S. Atlantic Fleet, Commander-in-Chief, U.S. Pacific Fleet, and the Chief of Naval Personnel. Through their Enlisted Personnel Distribution Offices (EPDOs), Fleet Commanders determine specific billet vacancies and manning priorities within their activities and communicate these via the Fleet Requisition System to the Chief of Naval Personnel. The Chief of Naval Personnel exercises similar responsibility over all other activities.

Under the Centralized Assignment Concept, the responsibility for identifying assignable personnel (assets), selecting their ultimate duty assignments, and issuing permanent change of station (PCS) orders, resides with the Chief of Naval Personnel for rated and designated personnel.

Thus under the centralized assignment concept, the EPDO's are to be—in effect—requisitioning offices to determine what vacant billets should be filled in what order. However, the EPDO's retain detailing responsibilities for SN, FN, and AN personnel.

PERSONNEL UNDER CENTRALIZED ASSIGNMENT

As of 1 February 1971, personnel in the following categories are included in the centralized assignment system and are distributed by the Chief of Naval Personnel.

1. All personnel in pay grades E-7, E-8, and E-9.

2. All rated and designated personnel in the following ratings:

- Air Controlman (AC)
- Aerographer's Mate (AG)
- Aviation Fire Control Technician (AQ)
- Aviation ASW Operator (AW)
- Aviation ASW Technician (AX)
- Aviation Maintenance Administrationman (AZ)
- Boilermaker (BR)
- Builder (BU)
- Constructionman (CA/CN)
- Construction Mechanic (CM)
- Communications Technician (CT)
- Disbursing Clerk (DK)
- Illustrator Draftsman (DM)
- Data Processing Technician (DP)
- Data Systems Technician (DS)
- Dental Technician (DT)
- Engineering Aid (EA)
- Equipment Operator (EO)
- Electronics Technician (ET)
- Fire Control Technician B (FTB)
- Instrumentman (IM)
- Molder (ML)
- Mineman (MN)
- Missile Technician (MT)
- Musician (MU)
- Opticalman (OM)
- Ocean Systems Technician (OT)
- Photographer's Mate (PH)
- Patternmaker (PM)
- Personnelman (PN)
- Photographic Intelligenceman (PT)
- Ship's Serviceman (SH)
- Sonar Technician (ST)
- Steelworker (SW)
- Tradevman (TD)
- Torpedoman's Mate (TM)
- Utilitiesman (UT)
- Yeoman (YN)

3. All personnel possessing the following Navy Enlisted Classifications (NEC's):

0335	Electronic Warfare Systems Specialist
2393	Special Fixed Communications System Operator
2505	Naval Intelligence Clerk
3351- 3356	Submarine Nuclear Propulsion Plant Operator
3383- 3386	Surface Ship Nuclear Propulsion Plant Operator
4745	Optical Landing System Technician
4931- 4939	NDT Metals Specialist
4956	Nuclear Power Plant Component Welder
5311	Saturation Diver (less HM's)
5321	Underwater Demolition Team Swimmer
5322	Underwater Demolition Team Swimmer (Explosive Ordnance Disposal Technician)
5326	Combatant Swimmer, SEAL Team
5327	Combatant Swimmer, SEAL Team/EOD Technician
5332	Explosive Ordnance Disposal Technician
5341	Master Diver
5342	Diver, First Class (less HM's)
5343	Diver, Second Class (less HM's)

The following ratings were scheduled to be included in the centralized assignment system by 1 June 1971:

- Aircrew Survival Equipmentman (PR)
- Aviation Storekeeper (AK)
- Aviation Structural Mechanic E (AME)
- Aviation Support Equipment Technician (AS)
- Interior Communications Electrician (IC)
- Lithographer (LI)
- Machinery Repairman (MR)
- Postal Clerk (PC)
- Quartermaster (QM)
- Radarman (RD)
- Signalman (SM)

Additional ratings are planned to be included on 1 October 1971 and 1 February 1972, with all remaining ratings to be included by 1 June 1972.

COMMAND INQUIRIES

For the rates, ratings, and NECs under centralized assignment, inquiries from commands which concern personnel manning, readiness, and replacement needs but which do not relate to the status of specific individuals are under the cognizance of the Enlisted Distribution Commanders. Therefore, commands whose Enlisted Distribution Commanders are the Fleet Commanders-in-Chief are to address such inquiries to the appropriate Fleet EPDO for action and forward copies to the Chief of Naval Personnel for information. Similar inquiries from commands whose Enlisted Distribution Commander is the Chief of Naval Personnel should be addressed to the Chief of Naval Personnel for action.

For the rates, ratings, and NEC's under centralized assignment, inquiries from individuals should be addressed to the Chief of Naval Personnel for action. Examples include duty preference changes, inquiries about future reassignments, and Shore Duty Completion Date (SDCD) adjustments. When such inquiries also concern personnel matters which could have an impact on the parent command's readiness and when the command's Enlisted Distribution Commander is a Fleet Commander-in-Chief, then copies of the inquiries are to be forwarded to the appropriate fleet EPDO for information. Examples of the latter included Projected Rotation Date (PRD) (formerly the Tour Completion Date (TCD) adjustments, modifications of transfer and take up months, and tour extensions.

ASSIGNMENT POLICIES AND PROCEDURES

Assignment policies and procedures are discussed later in this chapter under "Interim Enlisted Distribution Procedures," and are given in the Enlisted Transfer Manual, NAVPERS 15909-B (TRANSMAN). For Construction Group VIII personnel, BUPERS Notice 1306 of 17 December 1970 (or superseding directive) also applies).

Personnel in the ratings and NECs under centralized assignment will no longer be subject to SEAVEY/SHORVEY procedures, but rather are to be rotated on the basis of prescribed tour lengths specified in TRANSMAN. However, for backup during the transitioning period, these personnel were included in SEAVEY Segment A-71.

For planning purposes, each enlisted man in a "for duty" status is to be provided with a projected rotation date (PRD) month and year which appears in his command's BUPERS Report 1080-14. This is the detailer's best estimate of the individual's next rotation date and is based on the prescribed tour lengths for his rate and rating as given in the TRANSMAN. Currently, TCDs or PRDs for personnel in centralized rates, ratings, and NECs are established and modified only by the Chief of Naval Personnel. (This procedure is being carefully reviewed and new procedures may be anticipated in forthcoming changes to TRANSMAN.)

Thus enlisted personnel under the centralized assignment system can expect to be rotated on their Projected Rotation Date to an appropriate tour based on the tours specified in the TRANSMAN. For example if the TRANSMAN shows that the normal sea duty for his rating is 5 years, an enlisted man who is completing 30 months at his present duty station, can determine from TRANSMAN that he can expect a 30 month tour of additional sea duty prior to being assigned to shore duty. His PRD then is the date that he can expect reassignment.

DUTY PREFERENCE CARDS

In order that his duty preferences may be considered by his detailer in determining reassignment, each person under centralized assignment should have a Duty Preference Card (E7/E8/E9 Duty History and Preference Card, NAVPERS 1306/34 is being used for this purpose for all pay grades) on file at BUPERS.

New Duty Preference Cards (DPCs) should be submitted as follows:

- From 4 to 6 months after reporting to a new duty station.
- From 6 to 8 months prior to PRD.
- Immediately upon change in rate, rating, or NEC.
- Whenever a change in duty preference occurs.

Submission of duty preferences is an individual responsibility. However, it is incumbent upon each command, to the maximum extent possible, to assist its personnel in the accurate completion and timely submission of their DPCs.

General guidelines for completion of the DPCs are contained in Article 28.10 of TRANSMAN. The following additional points should be emphasized by officers concerned with personnel records.

- SSN, Block 3. The member's Social Security Number (SSN) (formerly called the Social Security Account Number (SSAN) must be entered in this block.
- DATE, Block 5. Enter the submission date of the card.
- NECs. Personnel possessing the NECs specified as under centralized assignment and all Ship's Serviceman (SHs) should record their currently held NECs in the Remarks section on the back of the card.

- Reenlistment Intentions. Personnel whose active duty obligation expires within 1 year of the date of preference card submission may indicate their intentions concerning reenlistment in the Remarks section.

- All WAVE personnel should (in ratings or with NECs specified as being under centralized assignment) submit their Duty Preference Cards in duplicate; the additional copies are utilized by the WAVE Detailing Unit.

- All Intelligence Clerks (YN 2505) should submit their Duty Preference Cards in duplicate; the additional copies are utilized by the Intelligence Clerk Detailing Unit.

INTERIUM ENLISTED DISTRIBUTION PROCEDURES

The Chief of Naval Personnel is responsible for supplying to each naval activity the number of enlisted personnel authorized by allowance, who are capable of performing all tasks necessary for that activity to carry out its mission properly. To ensure proper distribution of enlisted personnel, the Chief of Naval Personnel exercises a directing, guiding, or restraining authority over enlisted assignments. The exercise of this authority is termed "enlisted distribution control".

The policies and procedures for distribution and assignment of enlisted personnel are promulgated in the Enlisted Transfer Manual, NAVPERS 15909-B (TRANSMAN).

Although the former enlisted distribution procedures are undergoing major changes, they are discussed in this section to provide both background information and a knowledge of those parts of the detailing process which are expected to remain in use until June 1972. At that time, SEAVEY, SHORVEY and WAVEVEY procedures are to be completely replaced by centralized assignment.

DELEGATION OF ENLISTED DISTRIBUTION CONTROL

For flexibility and efficiency, the Chief of Naval Personnel has delegated distribution control of enlisted personnel assignments to the Commander in Chief, U.S. Pacific Fleet; Commander in Chief, U.S. Atlantic Fleet; Commanding Officer, Enlisted Personnel Distribution Office, Continental United States; and the Chief of Naval Air Reserve Training. This delegation of control is limited by the policies and procedures set forth by the Enlisted Transfer Manual and other instructions promulgated by the Chief of Naval Personnel. The Chief of Naval Personnel retains distribution control of certain enlisted personnel assignments as is discussed later in this chapter.

CINCPACFLT

The Commander in Chief, U.S. Pacific Fleet exercises distribution control of enlisted personnel assigned to the U.S. Pacific Fleet; Alaskan, Hawaiian, and Western Sea Frontiers; Military Sealift Command (formerly MSTS), Pacific Area; naval personnel of the Military Airlift Command, Pacific Area (formerly MATS); U.S. Pacific Reserve Fleet; District craft located in the Eleventh, Twelfth and Thirteenth Naval Districts; Fourteenth and Seventeenth Naval Districts; outlying bases, stations, and activities in the Pacific area not assigned to naval districts; and reactivation of individual ships from West Coast Inactive Ship Maintenance Facilities. CINCPACFLT also exercises distribution control for enlisted personnel assigned to new construction, major conversions, and acquired ships at Pacific area building activities and for Reserve training ships under his administrative control.

The Commanding Officer, Enlisted Personnel Distribution Office, U.S. Pacific Fleet (EPDOPAC), located at San Diego, California, is the delegated representative of CINCPACFLT and exercises control of enlisted personnel distribution in the Pacific Fleet.

CINCLANTFLT

The Commander in Chief, Atlantic Fleet exercises distribution control of enlisted personnel assigned to the U.S. Atlantic Fleet; Eastern Atlantic and Mediterranean Forces; Commander in Chief, Western Atlantic (NATO); Caribbean and Eastern Sea Frontiers; Military Sealift Command, Atlantic, Mediterranean, Caribbean, and Gulf areas; Atlantic Reserve Fleet; Tenth and Fifteenth Naval Districts; outlying bases, stations, and activities in the Atlantic, Mediterranean, and Caribbean areas not assigned to naval districts; and reactivation of individual ships from East Coast Inactive Ship Maintenance Facilities. CINCLANTFLT also exercises distribution control for enlisted personnel assigned to new construction, major conversions, and acquired ships at Atlantic and Gulf Coast area building activities;

for Reserve training ships under his administrative control; for District craft located in the First, Third, Fourth, Fifth, Sixth, Eighth and Ninth Naval Districts; and for the Naval Air Training Command CV when assigned.

The Commanding Officer, Enlisted Personnel Distribution Office, U.S. Atlantic Fleet (EPDOLANT), located at Norfolk, Virginia, is the delegated representative of CINCLANTFLT and exercises control of enlisted personnel distribution in the Atlantic Fleet.

EPDOCONUS

The Commanding Officer, Enlisted Personnel Distribution Office, Continental United States (EPDOCONUS), located at Bainbridge, Maryland, exercises distribution control of enlisted personnel assigned to continental naval districts (less TARS) and Naval Air Training Commands (less CNARESTRA TARS).

CNARESTRA

The Chief of Naval Air Reserve Training (CNARESTRA) exercises distribution control of enlisted Naval Reserve personnel on active duty in connection with the training and administration of the Naval Air Reserve. The policies and procedures relative to this authority are contained in BUPERS instructions.

Distribution Control Retained by BUPERS

The Chief of Naval Personnel retains distribution control of the following enlisted personnel:

1. Those transferred between the major distribution commands (CINCPACFLT, CINCLANTFLT, EPDOCONUS, CNARESTRA).
2. Female personnel transfers other than within a naval district and recruits upon completion of recruit training.
3. Male recruits upon completion of recruit training.
4. Personnel made available to the Chief of Naval Personnel for assignment in accordance with TRANSMAN.
5. Naval Reserve enlisted personnel on active duty in connection with the training and administration of the Naval Reserve (TARs) (other than Air).
6. Personnel assigned to specified activities which are considered to be of a special nature requiring centralized distribution either temporarily or on a continuing basis (e.g., Washington departmental activities).
7. Specially qualified personnel as indicated by rating or NEC which require centralized distribution.
8. All personnel in pay grades E-7, E-8, and E-9.

The Commanding Officer, EPDOCONUS, is authorized by the Chief of Naval Personnel to exercise distribution control over enlisted personnel in certain instances of the special detailing listed above.

BUPERS Controlled Activities, Billets, And Personnel

Activities for which BUPERS retains enlisted distribution control may be identified by reference to the Enlisted Distribution Command Code reflected in the Manpower Authorization (OPNAV 1000/2).

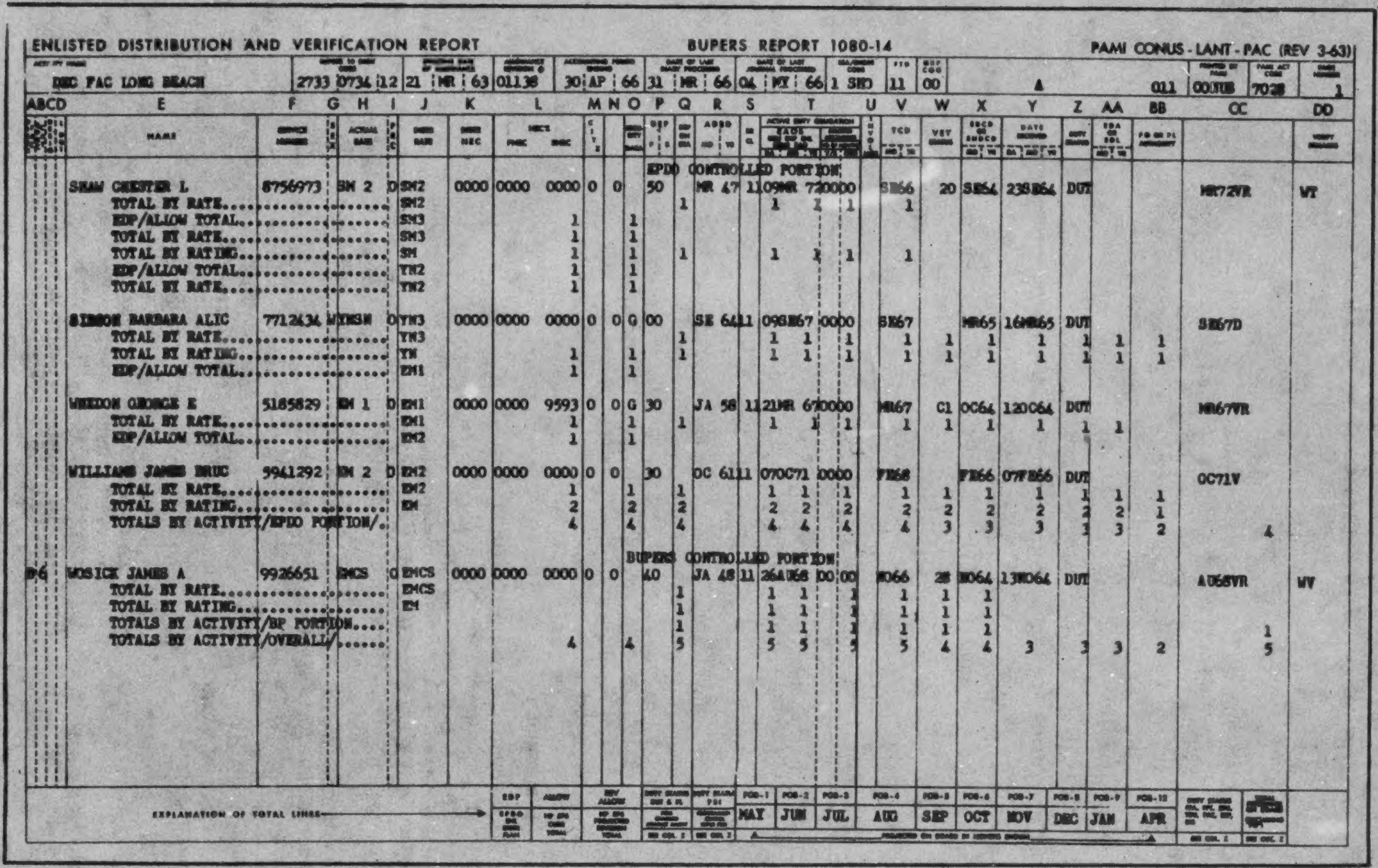
In many cases, the Chief of Naval Personnel retains distribution control of personnel assigned to specific billets within an activity and delegates distribution control of personnel assigned to the remaining billets to a major distribution commander. In these instances, the billets for which BUPERS retains distribution control may be identified by reference to the Functional Area Code of the billet as reflected in the Manpower Authorization.

All personnel under the distribution control of the Chief of Naval Personnel are identified in the MAPMIS by use of Special Category (SPECAT) codes. This identification is contained in the Enlisted Distribution and Verification Report of the activity.

Enlisted Distribution and Verification Report

The Enlisted Distribution and Verification Report (BUPERS Report 1080-14) is a report common to the activity and to the distribution authority. It is a basic decision document used by the distributor to determine the activity's enlisted personnel status and requirements.

Normally, BUPERS Report 1080-14 (fig. 6-3) is divided into two portions. The first portion lists the personnel under the distribution control of the cognizant EPDO and the totals pertaining to these personnel. The second portion lists the personnel under the distribution control of the Chief of Naval Personnel and the totals pertaining to these personnel. The arrangement of personnel within each portion of the report is by



ENLISTED DISTRIBUTION AND VERIFICATION REPORT   BUPERS REPORT 1080-14   PAMI CONUS-LANT-PAC (REV 3-63)

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	TOTAL BY RATE..............					EM1			1			1		1			1	1	1		1	1	1	1	1	1			
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	TOTALS BY ACTIVITY/OVERALL/......								4			4		5			5	5	5		5	4	4	3	3	3	2	5	

EXPLANATION OF TOTAL LINES→ EDP | ALLOW | FOB-1 MAY | FOB-2 JUN | FOB-3 JUL | FOB-4 AUG | FOB-5 SEP | FOB-6 OCT | FOB-7 NOV | FOB-8 DEC | FOB-9 JAN | FOB-12 APR

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Figure 6-3.—Enlisted Distribution and Verification Report, BUPERS Report 1080-14.

distribution rating group. (E7/E8/E9 personnel in Special Category Code 6 are listed in the EPDO portion of the report only.)

The MAPMISMAN, NAVPERS 15642, describes BUPERS Report 1080-14 in detail and provides interpretation of the codes, abbreviations, and definitions necessary for reading, verifying, and correcting data contained in the report.

PRINCIPLES AND POLICIES FOR ENLISTED DISTRIBUTION AND ROTATION

Enlisted personnel are distributed to all activities equitably by rates, ratings, and total numbers, in proportion to authorized allowances. Generally, enlisted personnel are not assigned to activities having no authorized allowance for such personnel. Departure from this policy is authorized when, in the opinion of the distribution commander, the mission of the activity may be unduly jeopardized as a result of the lack of personnel.

Rotation of enlisted personnel is accomplished under the Career Enlisted Rotation System with its procedures for SEAVEY (assignment from sea to shore), SHORVEY (assignment from shore to sea) and WAVEVEY (assignment and rotation of enlisted women). Rotation is controlled by the Chief of Naval Personnel. His approval is required when rotation of enlisted personnel is effected outside the procedures of the Career Enlisted Rotation System.

Distribution Commanders

Distribution commanders are permitted sufficient latitude in the exercise of distribution control to allow equitable distribution among assigned activities regardless of the type of duty. Thus, a distribution commander is authorized to transfer personnel among his activities as he deems necessary. However, this authorization is limited in its application to rotation of male personnel within type of duty (i.e., sea, shore, or overseas shore) and rotation of female personnel within a naval district. Accordingly, the distribution commander may direct permanent changes of station among his activities if the move involved is:

1. Shore to shore, including recruits and Class "A" School graduates and nongraduates who are made available for assignment to the distribution commander by the Chief of Naval Personnel and who may be assigned to special tours of shore duty without reference to BUPERS.
2. Sea to sea.
3. Sea to overseas shore, if the personnel involved are not in SEAVEY. However, SEAVEY eligible personnel are given preference for this duty through the Chief of Naval Personnel.
4. Overseas shore duty to sea if the personnel involved are not in SEAVEY.

General Policies And Principles

Distribution commanders adhere to the following principles and policies in distributing and rotating enlisted personnel:

1. USNR and USN-S (inductees) are distributed and assigned so as to accomplish maximum integration with USN career personnel.
2. In assigning enlisted personnel, the first priority, consistent with the needs of the service, is given to the duty preference of career petty officers rotated under SEAVEY, SHORVEY, or WAVEVEY procedure. Within this group, the highest priority consideration is given to personnel with the earliest continuous sea duty commencement dates.
3. Enlisted personnel rotation is administered equitably and impartially, consistent with service requirements at the time the assignments are made. Within this restriction, rotation assignments are made with the view of providing the individual with a variety of duty which will afford him the experience needed to advance and excel within his particular rating.
4. The "straight line transfer" principle is followed where practicable in effecting the transfer of enlisted personnel. This principle requires that the new duty station be assigned prior to detachment from the last permanent duty station.
5. Permanent changes of station and the expenditure of funds for transportation of dependents and household effects must be reduced to a minimum, consistent with the needs of the service. This applies particularly to personnel carried on the SEAVEY/SHORVEY, who must not be transferred prior to their scheduled rotation.
6. Bona fide conscientious objectors, who are designated L-8, are distributed and assigned to noncombatant billets in accordance with current directives.
7. The Chief of Naval Personnel retains strict control of transfers necessitated as a result of civil involvement. Requests for such transfers, regardless of command location, are

forwarded to the Chief of Naval Personnel. Enlisted members are, in effect, removed from the distribution system pending final disposition of their cases. If they are subsequently retained in the service, they are then made available for normal distribution.

8. In order to ensure that personnel reporting on active duty meet the criteria of Title 10, U.S. Code with respect to 4 months basic training or equivalent prior to assignment to foreign shore, the following policy has been established:

a. Reserve personnel in pay grade E-3 or above are considered as having fulfilled the 4 month basic training/equivalent with unrestricted assignability.

b. Reserve personnel in pay grade E-2 may not be assigned to foreign shore duty prior to completing 2 months of active duty.

c. Recruit Training Center graduates, regardless of category, may not be assigned to foreign shore duty prior to completing 4 months total service including recruit training time.

The above restrictions do not preclude assignment to sea duty, continental U.S., or U.S. territories and possessions including the Canal Zone.

9. Policy and procedures for the designation and subsequent assignment of sole surviving sons (limited duty designator L-9) are contained in BUPERSINST 1300.35.

ENLISTED DISTRIBUTION SYSTEM

The system for enlisted distribution involves the interactions of BUPERS and three EPDOs in the process of determining assignments of available personnel. It also involves the Naval Manpower and Personnel Management Information System (MAPMIS) in that the keystone of the distribution system is reliable information on allowances, numbers on board, duty preferences, and other detailed information concerning each command and individual. This information is collected and combined within MAPMIS. Modern automated machine methods, using punch cards and electromagnetic tape, as well as a communications system for rapid transmission of this data, enable distributors to have the best information available within machine capability from which to make an assignment determination. The distribution system also involves all other Navy activities, units, and staffs in the process of timely and accurate implementation of policies and procedures assigned in the Enlisted Transfer Manual and other directives in support of enlisted distribution.

How The System Functions

The Chief of Naval Personnel exercises distribution control of enlisted personnel by assigning personnel available for assignment to one of the major distribution commands or to one of the specific billets controlled by BUPERS. The determination of which distribution command receives the available person is based on the requirements of the distribution command, the qualifications of the available person, and his duty preferences, career history, and so forth.

In addition to personnel who are immediately available for assignment, others become available through the Career Enlisted Rotation System, the integral parts of which are SEAVEY, SHORVEY, and WAVEVEY. The operating rules and procedures by which male personnel are rotated between sea duty and shore duty are contained in chapters 3 and 7 of the Enlisted Transfer Manual. Rules and procedures for rotation of female enlisted personnel are contained in chapter 14 of TRANSMAN.

Sea/Shore Rotation

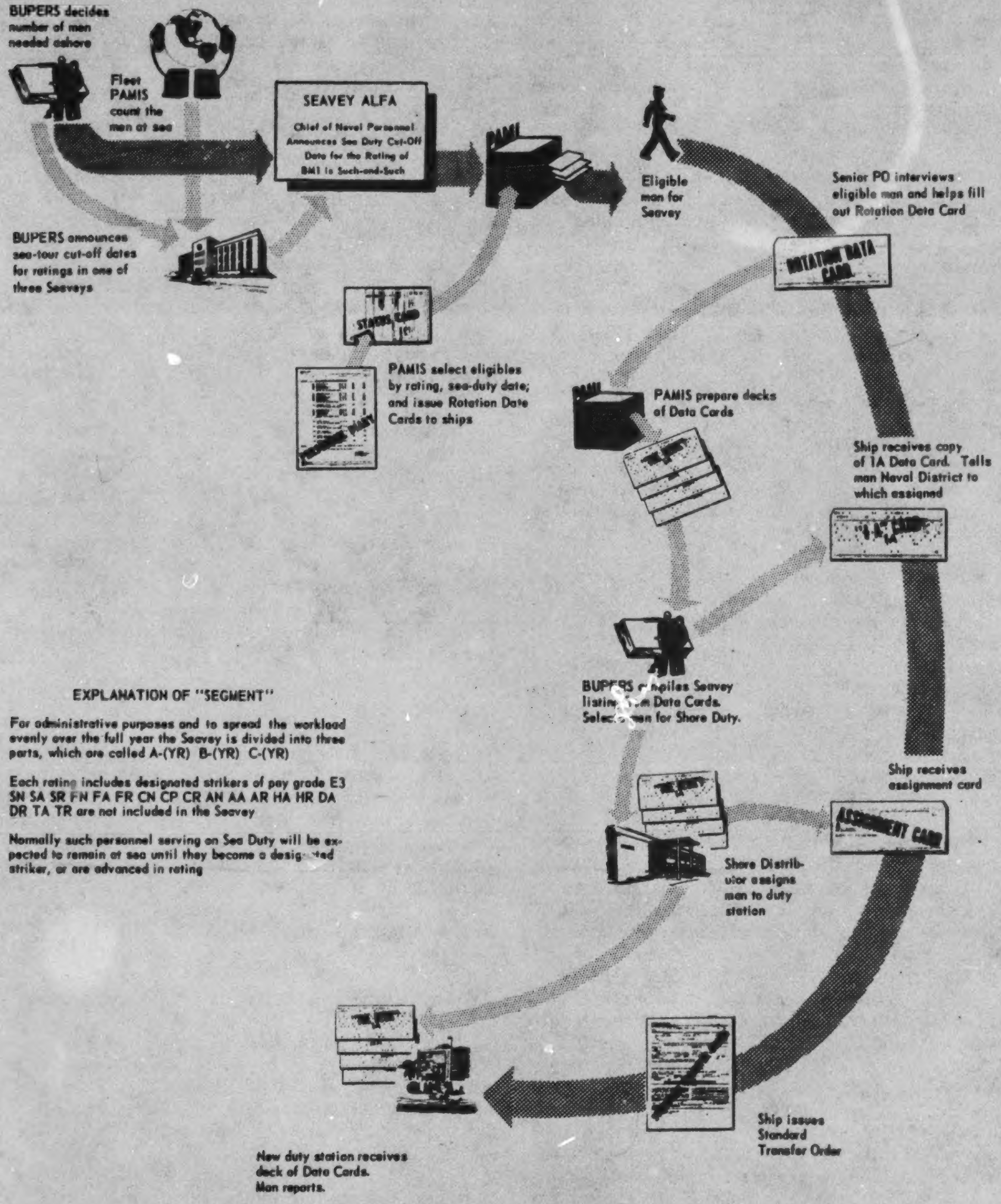
SEAVEY operates with SHORVEY to form an interlocking distributional system permitting planned rotation of personnel as shown in figures 6-4 and 6-5. Planned rotation promotes the maximum possible stability ashore and afloat, permits planned assignments, and permits equitable rotation opportunity for all career enlisted personnel. The means of planned rotation are developed through SEAVEY/SHORVEY procedures.

Types of Duty

The SEAVEY/SHORVEY program includes the following types of duty, the definitions of which are for SEAVEY/SHORVEY rotation purposes only and in no other way affect definitions for other nonconnected purposes:

Type 1—Shore duty (includes CONUS shore duty, fleet shore duty, and certain fleet activities considered shore duty for rotation).

Type 2—Arduous sea duty.


BUPERS decides number of men needed ashore
Fleet PAMIS count the men at sea
SEAVEY ALFA
Chief of Naval Personnel Announces Sea Duty Cut-Off Date for the Rating of BM1 is Such-and-Such
PAMI
Eligible man for Seavey
Senior PO interviews eligible man and helps fill out Rotation Data Card
ROTATION DATA CARD
BUPERS announces sea-tour cut-off dates for ratings in one of three Seaveys
STATUS CARD
PAMIS select eligibles by rating, sea-duty date; and issue Rotation Data Cards to ships
PAMI
PAMIS prepare decks of Data Cards
Ship receives copy of 1A Data Card. Tells man Naval District to which assigned
1A
BUPERS compiles Seavey listing from Data Cards. Selects man for Shore Duty.
Ship receives assignment card
ASSIGNMENT CARD
Shore Distributor assigns man to duty station
Ship issues Standard Transfer Order
New duty station receives deck of Data Cards. Man reports.

EXPLANATION OF "SEGMENT"

For administrative purposes and to spread the workload evenly over the full year the Seavey is divided into three parts, which are called A-(YR) B-(YR) C-(YR)

Each rating includes designated strikers of pay grade E3 SN SA SR FN FA FR CN CP CR AN AA AR HA HR DA DR TA TR are not included in the Seavey

Normally such personnel serving on Sea Duty will be expected to remain at sea until they become a designated striker, or are advanced in rating

52.31
Figure 6-4. — The mechanics of SEAVEY.

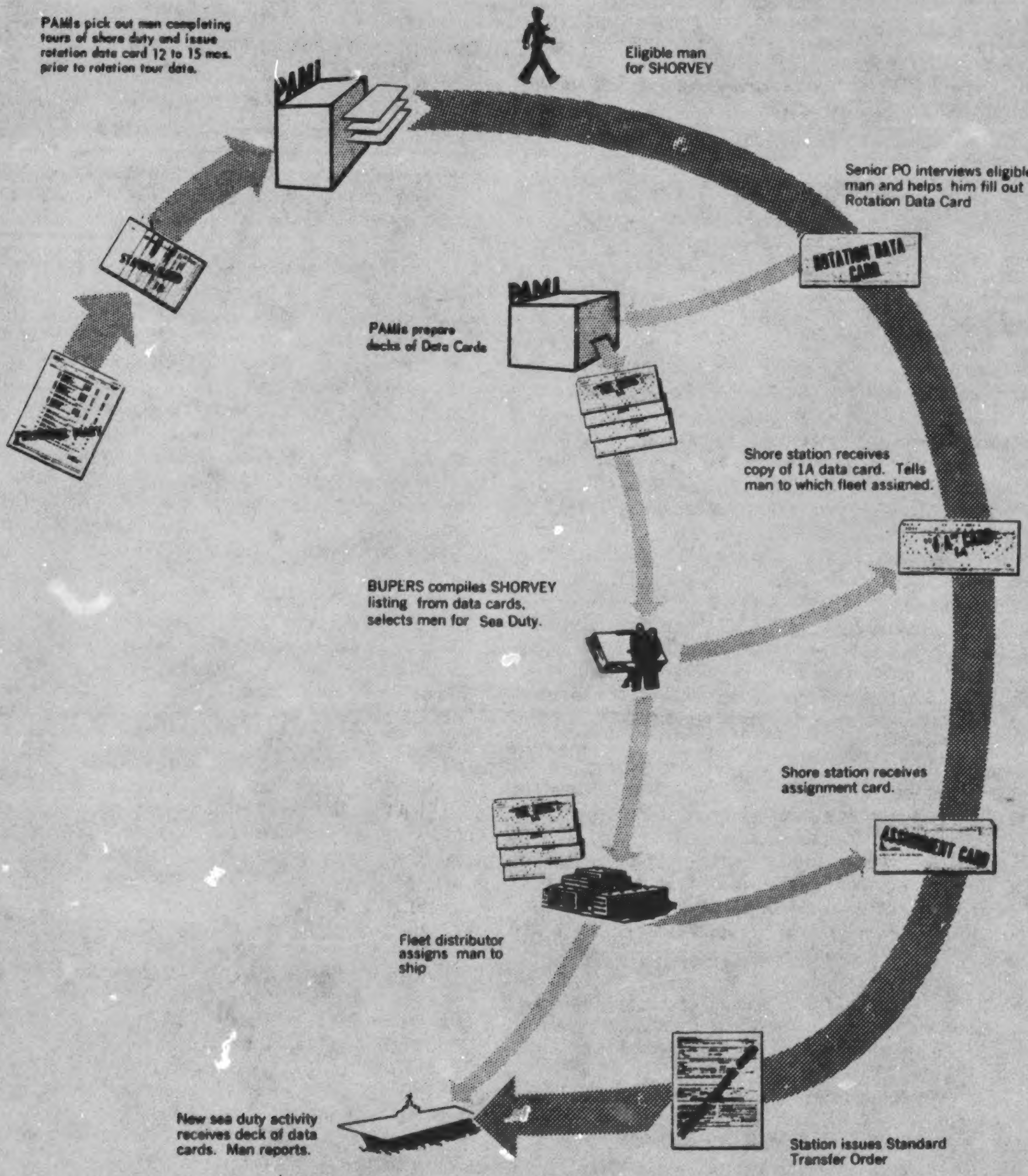

PAMIs pick out men completing tours of shore duty and issue rotation date card 12 to 15 mos. prior to rotation tour date.
Eligible man for SHORVEY
PAMI
Senior PO interviews eligible man and helps him fill out Rotation Data Card
ROTATION DATA CARD
PAMI
PAMIs prepare decks of Data Cards
Shore station receives copy of 1A data card. Tells man to which fleet assigned.
1A CARD
BUPERS compiles SHORVEY listing from data cards, selects men for Sea Duty.
Shore station receives assignment card.
ASSIGNMENT CARD
Fleet distributor assigns man to ship
New sea duty activity receives deck of data cards. Man reports.
Station issues Standard Transfer Order

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Figure 6-5. — The mechanics of SHORVEY.

Type 3—Overseas shore duty, less preferred overseas shore duty (sea duty for SEAVEY rotation).

Type 4—Toured (nonrotated) arduous sea duty (sea duty for SEAVEY rotation).

Type 5—Preferred sea duty (neutral time for SEAVEY rotation).

Type 6—Preferred overseas shore duty (shore duty for SEAVEY rotation).

Length of Sea and Shore Tours

For male personnel, the length of tours at sea and ashore for each rating depends on the ratio of shore billets to sea billets for each particular rating. Every effort is made to hold the minimum tour ashore to 2 years and the minimum tour at sea to about 3 years (varying between 2 and 4 years). These minimum tours are considered necessary to provide personnel stability.

For female personnel, 3 years is the normal tour ashore and 2 years for overseas shore duty. Master-at-arms and staff, Recruit Training Center (Women), tours are 2 years.

ASSIGNMENT FROM SEA TO SHORE

Sea Duty Survey (SEAVEY) is the administrative procedure by which personnel completing tours of sea duty are reported for reassignment to shore duty, including preferred overseas shore duty. This action results in the Chief of Naval Personnel compiling a list of all personnel, by rating, who have been serving at sea or at certain overseas shore activities for prescribed periods, and who are thereby eligible for assignment to shore duty.

The following rates, ratings, and categories of personnel are not included in the SEAVEY procedure. They are under the direct rotation control of the Chief of Naval Personnel or are under other rotation procedures:

1. Personnel in ratings under centralized assignment and designated strikers.
2. Enlisted Personnel designated as Aviation Pilots (AP).
3. Personnel designated with a limited duty category L-1, L-5, or L-6.
4. Personnel with the rate of SN, FN, CN, and AN, who are not designated strikers.
5. All personnel in paygrades E-1, E-2, E-7, E-8, and E-9.
6. All enlisted women.
7. USNR personnel serving on active duty in connection with the training and administration of the Reserve Program (TAR).
8. Personnel in the Insular Force.

Steps in the Operation of SEAVEY

First Step.—Three times each year, on 1 January, 1 May, and 1 September, BUPERS determines the number of personnel required ashore, including preferred overseas shore duty, during the 4-month period 10-14 months hence. BUPERS then surveys all personnel on sea duty and overseas shore duty for the SEAVEY list to meet these shore and overseas shore requirements. Based on this determination, BUPERS announces a sea duty commencement cutoff date for each rate in the SEAVEY. This announcement says, in effect, that all personnel in the applicable rate who are not now recorded in the SEAVEY and have commenced their sea duty on or before the specified cutoff date are eligible for rotation to shore duty or overseas shore duty during the specified period. The sea duty commencement cutoff dates are announced in a BUPERS notice published about 1 March, 1 July, and 1 November each year.

Second Step.—Three times each year the Personnel Accounting Machine Installations (PAMIs) prepare rotation data cards for personnel on board for duty whose sea duty commencement cutoff date is on or before the month established for the rate in the BUPERS notice. The cards are then forwarded to the commanding officer concerned for completion.

Third Step.—Upon receipt of the rotation data cards, commanding officers have the men involved interviewed by an officer or qualified petty officer to obtain information for completion of the card. When completed, the cards are returned to the PAMI from which they were received.

Fourth Step.—The PAMI prepares SEAVEY data cards from the information contained in the rotation data cards and transmits these to BUPERS. At the same time the PAMI furnishes a verification listing to each commanding officer for the purpose of verifying the correctness of duty preferences on file in BUPERS.

Fifth Step.—Upon receipt of the SEAVEY data cards, BUPERS prepares SEAVEY listings from which personnel are chosen for rotation to shore duty or overseas shore duty as replacements as required. The chosen man is made available to an EPDO or BUPERS detailer by the Chief of Naval Personnel for transfer 4 months hence. At the same time, the Chief of Naval Personnel also transmits via the appropriate EPDO or mails a copy of the 1A Data Card to the man's present commanding officer. This card constitutes the transfer directive and shows the man's name, rate, service number, month of transfer, maximum amount of leave authorized and the distribution commander to whom the man is being made available. (Under ordinary circumstances, 30 days delay in reporting to count as leave is authorized in normal rotations from sea duty to shore duty.)

Sixth Step.—The man is assigned to a new duty station by the EPDO or BUPERS detailers. An assignment card or an assignment letter is prepared by the EPDO or BUPERS detailer and sent to the commanding officer of the man's present duty station prior to the month of transfer directed in the original transfer directive. The assignment card or letter directs the commanding officer to transfer the man to a specified activity for a normal tour of shore or preferred overseas shore duty, as appropriate. Concurrently, the EPDO or BUPERS detailer forwards the Enlisted Data Card series to the man's next commanding officer. This information is useful to the new commanding officer in determining which billet the man is best qualified to fill.

Seventh Step.—When the man's present commanding officer receives the assignment card or letter from the EPDO or BUPERS detailer, he takes appropriate action to effect the man's transfer, or other action as necessary in accordance with chapter 24 of TRANSMAN.

ASSIGNMENT FROM SHORE TO SEA

Shore Duty Survey (SHORVEY) is the administrative procedure by which personnel completing tours of shore duty are reported for reassignment to sea duty. This action results in the Chief of Naval Personnel compiling a list of all personnel, by rating, who have been serving ashore for prescribed periods, and who are thereby eligible for assignment to sea duty.

The following rates, ratings, and categories of personnel are not included in the SHORVEY procedure, as they are under the direct rotation control of the Chief of Naval Personnel or are under other rotation procedures:

1. Personnel in ratings under centralized assignment and designated strikers.
2. Enlisted personnel designated as Aviation Pilots (AP).
3. Personnel in the Insular Force.
4. All enlisted women.
5. USNR personnel serving on active duty in connection with the training and administration of the Reserve Program (TAR).
6. All personnel in pay grades E-7, E-8 and E-9.

Steps in Operation of SHORVEY

First Step.—Three times each year, the PAMIs accounting for activities classified as shore duty survey all personnel whose shore tour completion dates are 12 to 15 months hence. The PAMIs prepare a rotation data card for each individual and mail the card to the individual's commanding officer.

Second Step.—Upon receipt of the rotation data cards, commanding officers have the men involved interviewed by an officer or qualified petty officer to fill out column 2 of the VEY Interview Record, NAVPERS 4048. All information on the interview record is transposed to the rotation data cards. Then the cards are returned to the PAMIs from which they were received.

Third Step.—The PAMI prepares the SHORVEY data cards from the information on each individual status card and the rotation data card. The information on the SHORVEY data cards is transmitted to BUPERS via transceiver or by airmail. PAMI also furnishes the cognizant fleet EPDO with SHORVEY information for nonrated personnel (E-3 and below) serving on fleet shore duty.

Fourth Step.—The Chief of Naval Personnel makes the man available to a fleet EPDO or BUPERS detailer for transfer in the month his shore tour is completed. Nonrated personnel serving on fleet shore duty are reassigned to sea duty directly by the fleet EPDO.

At the same time, BUPERS also transmits or mails a copy of the 1A SHORVEY Data Card to the man's present commanding officer. This card constitutes the transfer directive, and shows the man's name, rate, service number, month of transfer, leave authorized, and sea duty distribution commander to whom the man is being made available. (Under ordinary circumstances, 30 days delay in reporting to count as leave is authorized in normal rotations from shore duty to sea duty.)

Fifth Step. — Upon receipt of the 1A Data Card, the commanding officer notifies the man of his forthcoming transfer. The man is advised as to the month of the transfer, the amount of leave authorized, and the EPDO or BUPERS detailer to whom he has been assigned. Normally the 1A Data Card arrives on board 3 to 4 months before the date of transfer.

Sixth Step. — The man is assigned to a new duty station by the EPDO or BUPERS detailer. An assignment card or assignment letter is prepared by the EPDO or BUPERS detailer and sent to the man's present commanding officer. The assignment card or letter directs the commanding officer to transfer the man to a specified sea activity for duty, citing the authority listed in the 1A Data Card.

Concurrently, the EPDO or BUPERS detailer forwards the Enlisted Data Card Series to the man's next commanding officer. This information is useful to the new commanding officer in determining which billet the man is best qualified to fill.

Seventh Step. — When the commanding officer receives the assignment card or letter from the EPDO or BUPERS detailer, he takes appropriate action to effect the man's transfer, or other action as necessary.

DUTY ASSIGNMENT AND ROTATION OF ENLISTED WOMEN

Enlisted women are assigned principally to commands within the continental United States. They are rotated to selected overseas areas suitable to the assignment of women. They are not assigned to sea duty, and are not subject to sea/shore rotation.

Enlisted women are assigned to activities within authorized allowances. They are rotated between naval districts, geographic areas, and types of activities by the Chief of Naval Personnel. The Commanding Officer, EPDOCONUS may, without prior reference to the Chief of Naval Personnel, reassign enlisted women within the same naval district for completion of an authorized tour. Except for those on overseas duty, enlisted women are not assigned temporary or temporary additional duty outside CONUS without prior approval of the Chief of Naval Personnel.

WAVEVEY

WAVEVEY is the administrative procedure used to report to the Chief of Naval Personnel those enlisted women who are completing tours of duty and who are eligible for reassignment. Enlisted women must have a minimum of 12 months of active obligated service beyond their projected rotation date (PRD) to be eligible for reassignment through the WAVEVEY system.

Enlisted women under special rotation control and not included in WAVEVEY are those in the DP, PH, TD, AG, and AC ratings; graduates of the Recruit Training Command (Women); and USNR personnel serving on active duty in connection with the training and administration of the Naval Air Reserve (TAR).

Steps in WAVEVEY

First Step. — Three times each year, the PAMIs prepare rotation data cards for all enlisted women whose tour completion dates are 12 to 15 months hence. The cards are forwarded to the commanding officers concerned for completion.

Second Step. — Upon receipt of the rotation data cards, an officer or qualified senior petty officer interviews the enlisted women to obtain information for completion of the cards. (Preference for assignment to special duty billets is indicated in block 11 of the rotation data cards.) The completed cards are returned to the cognizant PAMI. (Cards for personnel with insufficient obligated service for rotation need not be returned to the PAMI.)

Third Step. — The PAMI prepares the WAVEVEY data cards from the information contained on the rotation data cards and submits this information to BUPERS. At the same time, the PAMI forwards a listing to each commanding officer for verification of the correctness of the duty preferences as forwarded to BUPERS.

Fourth Step.—Upon receipt of the WAVEVEY information in BUPERS, the WAVEVEY listing is prepared. The Chief of Naval Personnel assigns enlisted women to BUPERS controlled billets, to EPDOLANT or EPDOPAC for overseas or fleet shore billets, or to EPDOCONUS for assignment within naval districts. At the same time the Chief of Naval Personnel transmits a copy of the 1A card to the woman's commanding officer. This card is the transfer directive and shows the woman's name, rate, service number, month of transfer, maximum amount of leave authorized, and the distributional commander to whom she is made available.

Fifth Step.—The woman is assigned to a new duty station by the BUPERS or EPDO detailer, who prepares an assignment card or letter which is forwarded to the woman's present commanding officer. The assignment card or letter directs the commanding officer to transfer her to a specific activity for a normal or special WAVEVEY tour of duty. Concurrently, the Enlisted Data Card series is forwarded to her new commanding officer.

Sixth Step.—Upon receipt of the assignment card or letter, the woman's present commanding officer takes appropriate action to effect her transfer, or other action as necessary.

ENLISTED TRANSFER AND SPECIAL DUTY REQUEST

A standard Navy-wide form, the Enlisted Transfer and Special Duty Request, NAVPERS 1306/7, was developed to improve distribution and rotation of enlisted personnel and reduce the paperwork in the field for processing transfer and special duty requests. The form is used to the maximum extent possible by enlisted personnel requesting transfer to any of the various duties, schools, programs, et cetera, administered by fleet and type commanders, EPDOs and the Chief of Naval Personnel. The form is not used in lieu of the rotation data card for duty preferences under SHORVEY/SEAVEY programs.

The privilege of requesting a transfer or assignment to a particular type of duty or school is to be extended to all personnel. Requests submitted by eligible personnel are to be processed and forwarded to the cognizant distribution authority; even if endorsed unfavorably at the command level. Ineligible personnel should be informed of the reasons they are ineligible and of the inadvisability of forwarding the request. With proper explanation, most ineligible personnel can be expected to withdraw their requests. However, if ineligible personnel persist in making their requests, the requests should be forwarded in the normal manner, even though disapproval may be anticipated.

A second request for reassignment should not be submitted until the command and the requestor have been notified of the final action taken on the previous request.

Information on completing the NAVPERS 1306/7 is given in TRANSMAN.

MANPOWER UTILIZATION AND PRODUCTIVITY IMPROVEMENT PROGRAM

It is the policy of the Navy to effectively utilize its total manpower resources. In implementing this policy, the Secretary of the Navy has promulgated in OPNAVINST 5312.5D, both reporting requirements for all organizational components of the Department of the Navy of manpower management data and utilization material and the Navy Manpower Utilization Achievement Award Program to recognize outstanding accomplishments in the more effective use of manpower and in improved productivity.

MANPOWER UTILIZATION AND PRODUCTIVITY IMPROVEMENT REPORTS

The Secretary of the Navy has assigned CNO the responsibility for planning, directing, and coordinating the implementation and preparation of semiannual reports on improved manpower management for the Department of the Navy (less the Marine Corps which has separate reports). Additionally, SECNAV requires CNO to consolidate and integrate the Department of the Navy reports, including those of the Marine Corps, for SECNAV signature and forwarding to the Assistant Secretary of Defense (Manpower and Reserve Affairs (ASD(M&RA)) who transmits them to Congress.

All major claimants and military manpower claimants (including OCMM) should submit manpower utilization reports in accordance with the guidance, format, and schedules given in OPNAVINST 5312.5D. They should also promulgate instructions and guidance to their subordinate activities as necessary to implement the provisions of the cited instruction.

All actions, programs, and projects which are started, completed, and/or evaluated during the reporting period that result in improvements in manpower management and increased productivity through more efficient utilization of manpower are to be reported. Reports should include actual or estimated manpower and dollar savings. Since development of (or improvement in) systems which effect better manpower control may affect all categories of the total work force, the report should include actions involving any "mix" of military, civilian (direct and indirect hires), and contractor personnel.

The Director, Civilian Manpower Management also includes information on employment of direct hire civilians, employment trends, and positions abolished (for civilian personnel) in his report. Activities should report such required information to OCMM prior to 23 January and 23 July of each year.

MANPOWER UTILIZATION ACHIEVEMENT AWARD PROGRAM

The Secretary of the Navy makes annual awards for outstanding accomplishments in Manpower Utilization and Productivity Improvement. Nominations for the awards are selected by a Navy Award Committee appointed by CNO and consisting of Department of the Navy Headquarters personnel and Manpower Management officers representing the manpower claimants. CNO coordinates the nominations with the Assistant Secretary of the Navy for Manpower and Reserve Affairs for SECNAV approval and presentations of Award certificates.

Improved manpower utilization may result from manpower surveys, command inspections, reorganizations and consolidations, merging functions, eliminating duplication, improving work methods and procedures, improving skills, prudent use of contractual services, or similar actions.

Special emphasis is placed on personal leadership at the command and supervisory levels throughout the organizations. Such leadership has demonstrable and significant results in terms of espirit, motivation, loyalty, and individual and collective contributions to accomplishment of the organization's mission. The achievements of an organization while operating under difficult administrative, financial, and workload conditions are also to be considered in any Award recommendation.

Award recommendations should encompass manpower actions currently in effect, but they should not be restricted solely to actions implemented during the current reporting period; actions implemented within the preceding two-year period should be considered. Instructions for selecting and submitting recommendations for SECNAV Achievement Awards are provided in OPNAVINST 5312.5D.

CIVILIAN MANPOWER REQUIREMENTS

The allocation of civilian manpower is subject to many of the same controls as is the allocation of military manpower. Thus civilian manpower allocations are based on Shore Manning Documents (or other studies) developed considering an activity's mission and workload in relation to the needs of other Navy activities and the available funds for the Department of the Navy. Qualitative requirements are subject to the provisions of Acts of Congress, Executive Orders, and Civil Service Commission rules and regulations, as well as DOD policy. (Examples are required conformance to the Classification Act, annual position maintenance reviews, and Equal Employment Opportunity.) Quantitative requirements are subject to budgetary considerations and allotted personnel ceilings, established with due regard to mission and workload.

Various reports concerning manpower on board, manpower conformance to personnel ceilings, and utilization are required by Congress, DOD, and the Civil Service Commission as is discussed in chapter 8.

Data is required for:

1. The furnishing of minimum essential data required by other Federal agencies and Congressional committees.
2. Departmental administrative purposes.
3. A variety of management purposes by the bureaus, and offices of the Department including the administration of personnel ceilings, workforce analyses, manpower planning, budgeting, and others.

Planning for civilian manpower requirements for mobilization is reflected in the Civilian Mobilization Manpower Allocation/Requirements Plan (CIV-M-MARP). Peacetime requirements are established through personnel ceilings and the budget process. Just as each activity is expected to review its Manpower Authorizations on a continuing basis to determine the optimum utilization of military manpower, so also is it expected to consider the most effective use of its civilian manpower. Generally this review is done through the process known as Position Management.

CIV-M-MARP

The Civilian-Mobilization-Manpower Allocation/Requirements Plan (CIV-M-MARP) is a report of civilian personnel requirements for mobilization. It is the civilian counterpart of the military M-MARP (Mobilization-Manpower Allocation/Requirements Plan). This report was devised so that civilian and military personnel requirements can be compared and coordinated. The CIV-M-MARP, like the M-MARP, delineates requirements for planned expansion of existing facilities and for the needs of those activities to be established after M-Day. The civilian requirements are in both quantitative and qualitative terms; that is, in total numbers of males, total numbers of females, and types of employees such as engineers, clerical employees, and skilled workmen.

The CIV-M-MARP, also, has designated certain bureaus and offices as primary sponsors and uses the same M-MARP line scheme wherever possible. Thus, electronic data processing of both MARPS can be coordinated quickly and Navy, Marine, Military Sealift Command, and Coast Guard civilian personnel requirements are thus collected, summarized, and reviewed prior to inclusion in any war plan.

Data for the CIV-M-MARP are collected and correlated by OCMM. The collective report is comparable to the military Manpower Allocation/Requirements Plan (MARP) except that it gives only actual allocations—not projected requirements.

At present, reporting requirements for the CIV-M-MARP are being held in obeyance pending study of computer processing and changes in format.

POSITION MANAGEMENT

Each activity or organization is made up of positions (the position being the basic unit of organization). Each position is established to fulfill a need in the organization. Each position is reflected in a position description.

Position descriptions are Management tools; they describe:

- positions which are allowed and filled.
- positions which are allowed but vacant.
- positions which are not currently allowed but which could be activated in order to recruit, promote, or make an organizational change.

Activation of a position must be accompanied by cancellation of an allowed position or otherwise compensated for in order to keep within the activity's manpower ceiling. An organization is permitted to have an excess of up to 10 percent of up-to-date position descriptions above the allowed ceiling to provide for flexibility.

Position management provides a systematic approach to achieving the required flexibility.

Position management is a system by which an activity examines its positions for essentiality, proper deployment, organizational arrangement, and individual makeup. Many considerations are taken into account in this process, and an attempt made to bring them into a reasonable balance—mission requirements, ceiling and dollar limitations, equipment availability, workload factors, workflow, employee capabilities, motivational factors, organization principles, and social obligations of the Government as a major employer.

The basic procedure followed is a periodic cyclic review of all of the activity's organizational segments, supplemented by an examination of actions that occur on a day-to-day basis that have position management considerations. The review in either case is by a team of personnel and organization specialists working in partnership with line managers.

RESPONSIBILITIES

The position management approach in the Government today is the result of a requirement by the Bureau of the Budget (BOB Circular A-64 of 28 June 1965) that each Government agency set up and maintain a system designed to "assure that the work is organized and assigned among positions in a manner which will serve mission needs most effectively and economically."

Commanding Officer

In the Department of the Navy, position management is looked upon as an effort which must essentially be a local one. As brought out in the governing directives (SECNAVINST 5310.11B, supplemented by instructions of the various headquarters organizations) the commanding officer of each activity is called upon to set up and maintain a system that will achieve the objectives specified by the Bureau of the Budget but at the same time be tailor-made to the local situation.

The objective in position management is to establish a structure of positions that achieves a proper balance among many things—efficiency, economy, skills utilization, the attraction and retention of competent personnel, and employee motivation and development, as well as one that most effectively utilizes work processes, equipment, procedures, methods, and techniques. It is also important, since most organizations tend to be dynamic, rather than static, for the manager to be continuously alert to the need to reassess the balance, once achieved.

It is expected that the commanding officer will, among other things, designate a senior official as the "position management officer" to develop and lead the program locally, and to direct and supervise the efforts of a "position management staff."

Position Management Staff

The position management staff consists of specialists (most commonly management analysts, classifiers, and staffing specialists) who, on an ad hoc or permanent basis, assist line managers in analyzing positions or organizational situations from a position management viewpoint.

Supervisors and the position management staff are expected to work as a team, and complement each other through a pooling of knowledge. Supervisors have knowledge of the work and the people in their organization. The position management staff provides staff advice in the special areas of their competence.

Supervisor

The supervisor plays a most important role in the position management process. As the one directly responsible for getting the work out, and for determining how this is to be accomplished, he is in the best position to apply, or to frustrate, the principles of position management. As in many other areas the supervisor is the key, and without him the effort cannot be expected to work.

"Position Management, It's Your Move!", NAVSO P-3049, discusses the aims and types of questions that line managers or supervisors should consider when applying position management to their organization.

BASIC CRITERIA

In meeting the requirements of the Office of Management and Budget (successor of the Bureau of the Budget), each agency and each of its organizational components such as field activities must address itself to three basic questions: First, how many positions are needed in the particular organization or segment of the organization? (Or looking at it another way, how necessary is each individual position?) Second, what should the organization structure that contains these positions look like? And third, what "mix" of duties, responsibilities and tasks should there be in each position? (What should the "job design" be?) Determining an answer to any one of these three questions can be quite involved.

Essential Positions

The question of how necessary positions are calls for considering the workload, workload measures or "standards" if any, relative priorities, and certain aspects of organization theory. Usually, it is not a question of whether a position is in itself "essential" or "not essential." It is a question of whether within the organization's civilian ceiling it is most important that it have the position or one some place else.

In today's austere climate, positions cannot always match workloads. Ceiling and dollar limitations set severe boundaries to management choices. The shortages, however, only tell you what you cannot do, but give you no help in determining what you should do with the limited positions available. Position management can help here by aiding the manager in getting the most done within the limits set by mission, ceiling, and funds.

Organization Structure

To answer the question of how best to organize positions, position management calls for looking at whether the particular arrangement of positions in an activity into departments, divisions, branches, sections, et cetera, is the most effective one for accomplishing the work. Such factors as work flow, efficient use of equipment, special capabilities of people, and organization theory are considered. Organization theory gets into such questions as proper span of control, supervisory ratio, whether to divide work by purpose or by function, and the extent to which authority should be delegated.

Job Design

Job design raises the question of whether the things people are given to do are best from the viewpoint of the most efficient work arrangement, the capabilities people have, and the package known collectively as motivation. This is an area that is frequently neglected, or handled with attention to only some of the items that should be considered. For this reason, the Navy's position management program has marked it for special attention.

(For further elaboration on these questions see the Department of the Navy Position Management Standards. An excerpt from these standards is shown in figure 6-6).

A further consideration in job design is whether particular civilian positions or groups of positions can be restructured to bring into the Navy workforce disadvantaged personnel in need of jobs but who do not meet the full qualification requirements of existing vacancies. This is an important feature of the Government's MUST program (Maximum Utilization of Skills and Training).

MOTIVATION has to do with the fact that organizations or organizational structures do not accomplish anything per se. The people in them do. It is therefore critical in job design to include features that tend to make people more effective and productive members of the organization, especially features that reflect the findings of recent behavioral science research on employee motivation.

Some organizations have had remarkable results in doing just that — for example, AT & T, which has over the last few years extensively applied the "job enrichment" theories of Dr. Frederick Herzberg of Western Reserve. (These call for building motivation into the work itself by a deliberate enlargement of a job's responsibility, scope, and challenge. The results can be gratifying in terms of increased productivity and higher quality work as well as in things that accompany the resulting higher morale, such as reduced absenteeism and turnover).

Relation to Position Classification

It should be apparent from the preceding discussion that position management is not the same thing as position classification (discussed in chapter 5). Both have to do with "positions," of course. But position management is concerned with whether a position should exist in the first place, and if so, how it should be organized — how it should relate to other positions organizationally and procedurally, and what specifically the person in it should be called upon to do. Position classification is concerned with how the position should be classified — where it fits into the classification plan that applies to it and other positions like it and what its title and pay level should be under that plan.

This means that position classification is a process that takes place after someone has made position management decisions.

APPLICATION OF POSITION MANAGEMENT

Strictly speaking, the "positions" referred to in Department of the Navy instructions on position management are civilian positions (appropriated-fund, graded and ungraded, in headquarters and field activities, including the Marine Corps, as well as positions filled by foreign national direct and indirect hires). Many of the principles applicable in civilian position management, however, have equal applicability in any situation where positions are managed, including military. In any event, when there is an intermixture of civilians with military, no one part of the situation can be dealt with in isolation. If the manager is to come up with sound organizational answers for the civilians, he must consider all functions, duties, and responsibilities performed by personnel within his organization that bear on the work done by the civilians. (Proposed changes in military assignments, however, must follow the special procedures specified for this purpose by the Chief of Naval Operations and the Commandant of the Marine Corps.)

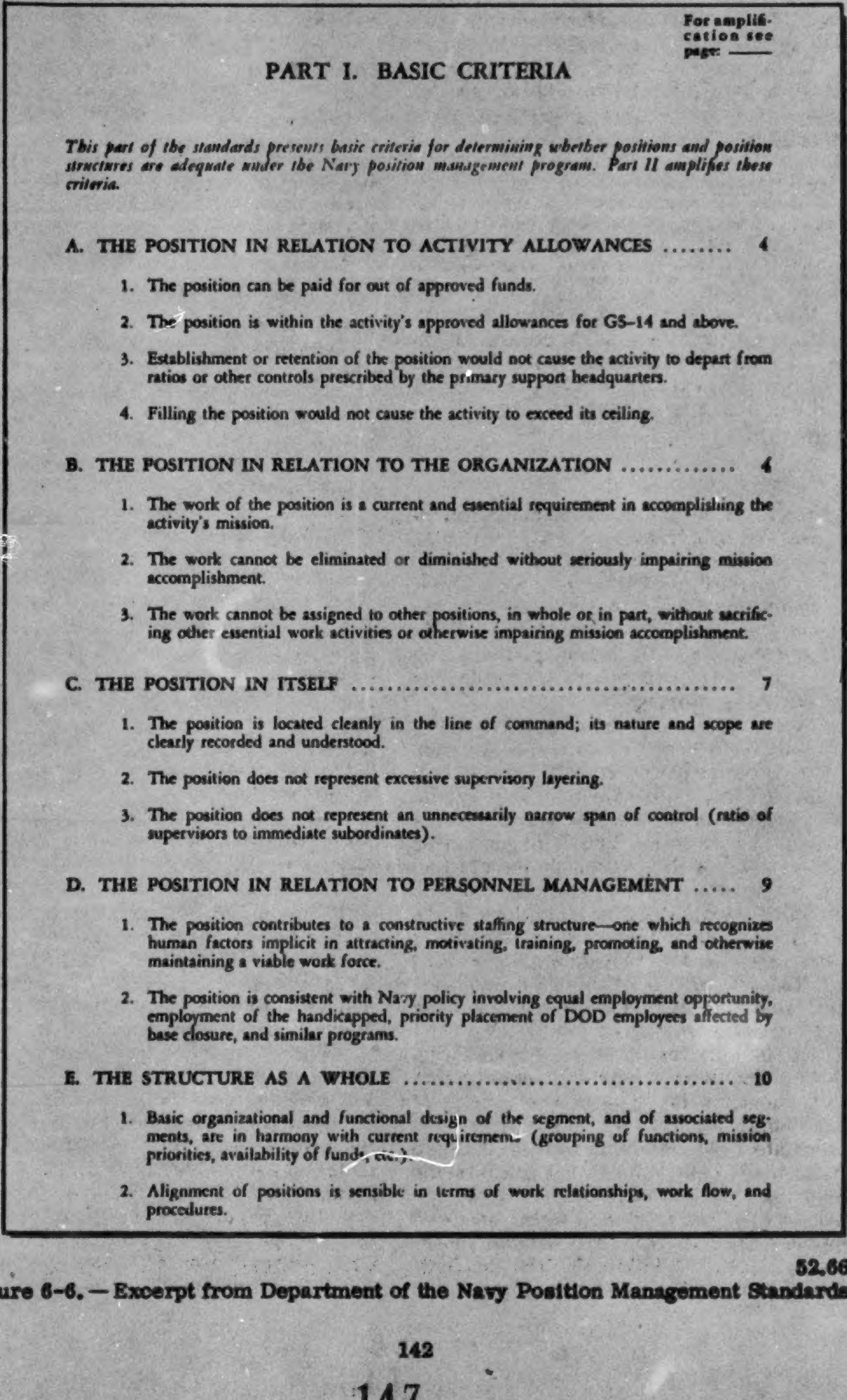
In applying position management to an activity or organization, both cyclic reviews and day-to-day applications are used.

Cyclic Reviews

A fundamental position management technique used by the Navy is the cyclic review of positions and organizations. The entire establishment is covered by a systematic survey periodically (once a year in smaller organizations, every two or three years in larger ones). The advantage of cyclic reviews is that branches, divisions, and departments can be looked at as a whole rather than piecemeal.

The end product of the cyclic review is a "target organization" that becomes the position management objective of the organizational component. It is a "moving target," however; it is expected to change in response to the many changes that occur in mission, funding, nature of the workforce, et cetera, and will probably never be fully realized in an individual case.

The procedure followed in conducting a cyclic review is virtually the same as that described in chapter 1 for conducting an organization survey.



For amplification see page: ——

PART I. BASIC CRITERIA

This part of the standards presents basic criteria for determining whether positions and position structures are adequate under the Navy position management program. Part II amplifies these criteria.

A. THE POSITION IN RELATION TO ACTIVITY ALLOWANCES 4

1. The position can be paid for out of approved funds.
2. The position is within the activity's approved allowances for GS-14 and above.
3. Establishment or retention of the position would not cause the activity to depart from ratios or other controls prescribed by the primary support headquarters.
4. Filling the position would not cause the activity to exceed its ceiling.

B. THE POSITION IN RELATION TO THE ORGANIZATION 4

1. The work of the position is a current and essential requirement in accomplishing the activity's mission.
2. The work cannot be eliminated or diminished without seriously impairing mission accomplishment.
3. The work cannot be assigned to other positions, in whole or in part, without sacrificing other essential work activities or otherwise impairing mission accomplishment.

C. THE POSITION IN ITSELF 7

1. The position is located cleanly in the line of command; its nature and scope are clearly recorded and understood.
2. The position does not represent excessive supervisory layering.
3. The position does not represent an unnecessarily narrow span of control (ratio of supervisors to immediate subordinates).

D. THE POSITION IN RELATION TO PERSONNEL MANAGEMENT 9

1. The position contributes to a constructive staffing structure—one which recognizes human factors implicit in attracting, motivating, training, promoting, and otherwise maintaining a viable work force.
2. The position is consistent with Navy policy involving equal employment opportunity, employment of the handicapped, priority placement of DOD employees affected by base closure, and similar programs.

E. THE STRUCTURE AS A WHOLE 10

1. Basic organizational and functional design of the segment, and of associated segments, are in harmony with current requirements (grouping of functions, mission priorities, availability of funds, etc.).
2. Alignment of positions is sensible in terms of work relationships, work flow, and procedures.

52.66

Figure 6-6.—Excerpt from Department of the Navy Position Management Standards.

The differences are that in position management the survey (1) is part of a systematic plan for examining the entire organization at regular intervals, (2) is conducted by a multidisciplinary team that includes members in addition to the "organization analyst"—most commonly personnel specialists and line supervisors.

Day-to-Day Action

Of course, a review once every year or two is not sufficient to carry out the whole of position management's objective. Analyses must also be made day to day—when new positions are established, old ones are changed, vacancies occur, reorganization is considered, et cetera. It is important that actions such as these also be looked at from a position management point of view if the full benefits of position management are to be realized.

BENEFITS

The benefits from the position management program can be substantial. First, it enables the manager to deploy the people available to him in a better way. We are always in an environment of shortages—too few people, too few of the skills needed, too few dollars to do what needs doing. Position management can help deploy positions and people to better accommodate to those shortages.

Second, since position management concerns itself with employee capabilities and motivation as well as with position structuring, it can help use the skills, both latent and realized, that are available in the workforce. It makes sense to have the positions in any organization designed to use the skills present in the civilian workforce, or in the pool of workers outside the organization from which new employees are drawn, not just to meet "work requirements." It does not make sense to establish positions that call for exotic skills—skills that are nowhere available and that we do not have the capability to develop on the job.

Third, it is obvious that an organization with only the necessary levels of supervision and management, with appropriate spans of control, and the like, is in a better position to communicate and make decisions than an organization with a structure that inhibits the flow of information. We have all been frustrated by working in organizations in which we found it impossible to get things done without interminable delays and frustrations. Position management cannot work out all the human problems that can contribute to this situation, but it can help avoid mechanical obstacles to effectiveness.

Fourth, it aids in establishing career ladders in accordance with DOD and Navy policy as set forth in SECNAVINST 12410.15. Career ladders are important to all employees, particularly to those on the bottom or middle rungs of the career ladder, who aspire to one of the top rungs. Surprisingly, many organizations are put together in such a way that one cannot get there from here. Either the grade structure has big holes in it that make it impossible for an employee to move upward, or the skill requirements for successive jobs create similar problems.

Although each part of an organization, or even an organization as a whole, frequently cannot provide a complete career ladder, position management can firm up the career ladder potentials that exist.

Finally, better mission accomplishment will hopefully follow from all these things.

SUMMARY

In order to meet the manpower requirements of both peace and war, the Navy maintains two parallel sets of plans, with provisions for orderly progress from one to the other as conditions require. For individual naval activities, this planning is expressed in allowances and complements (these terms are in the process of being replaced by the concept of organizational manning).

The Manpower Allocations and Requirements Plan (MARP) provides for peacetime manpower requirements (P-MARP) and mobilization (M-MARP). Allowances and complements are developed for the individual type of ship or station, to enable each to perform its peacetime and wartime missions. The overall plans provide the number of all types of activities the Navy will maintain and the timetable to be used in moving from peacetime to wartime strength.

Officer distribution is closely controlled by the Chief of Naval Personnel. Most officer orders are based on BUPERS officer detailer decisions, taking into consideration the needs of the service, the professional development of the officer, his individual preferences, and the rotation process afloat and ashore. Individual commands have considerable latitude for assignment and rotation of officers within the command in accordance with general regulations and policy and with the officers' individual qualifications.

Enlisted distribution, although already under general BUPERS control, is in the process of becoming completely centralized by June 1972. At present, three major personnel distribution commands, EPDOPAC, EPDOLANT, and EPDOC[illegible]US, exercise control in their respective assigned areas, with BUPERS making decisions regarding transfers between these commands and maintaining control over recruits, most schools, and personnel with special assignments or special qualifications. Rotation of male enlisted personnel between sea and shore duty is accomplished by the SEAVEY/SHORVEY system; female personnel are assigned and rotated under the WAVEVEY system. Both systems utilize the automated manpower information system to assemble accurate information on eligibility for transfer and to issue transfer orders efficiently and equitably. With the implementation of centralized assignment, the SEAVEY, SHORVEY and WAVEVEY systems are to be phased out.

Planning for civilian manpower requirements is accomplished through the CIV-M-MARP. Requirements in peacetime are controlled through personnel ceilings and the budget process.

Position management is a continuing reassessment of the optimum utilization of civilian manpower. Position management will never be an "accomplished fact" in any organization; it rather is a continuing effort to stay abreast of changing times and problems. It is by no means the answer to all management problems, but it can be an effective way of dealing with many of them.

CHAPTER 7

MANPOWER INFORMATION SYSTEMS

As indicated in chapter 1, major objectives of personnel management in the Navy are to determine manpower requirements of naval ships and stations throughout the world and to provide, within available funds, qualified and well motivated personnel to meet these requirements. The effectiveness of the Navy depends in large measure upon how well this job is done.

Achievement of the above objectives requires adequate information upon which to base plans and decisions affecting personnel procurement, training, distribution, promotion, and other functions necessary to put the right man in the right job at the right time. The complexity of the Naval Establishment makes it necessary that information be readily available to administer personnel programs efficiently and economically.

The information problem is not a simple one. It requires maintaining accurate, current, and readily accessible data on approximately 4000 naval activities (including 1500 shore activities), over a million peacetime and mobilization billets, approximately 650,000 active duty personnel (77,500 officers, 567,000 enlisted personnel, 5400 officer candidates, and 4100 midshipmen), 574,000 inactive personnel (an additional 102,000 are retired), and an annual expenditure of approximately 21.7 billion dollars. (These figures are for Fiscal Year 1971.) It requires providing the information and statistics necessary to account and plan for and to administer these billets, personnel, and funds.

In recent years we have seen the development of a new era of science and technology. Scientific applications have made an increasing impact on industrial, administrative, and military affairs. The use of electronic devices for handling information is one such application.

Electronic computers, or electronic data processing machines, can manipulate information with fantastic speed. They are powerful instruments for discovering new knowledge and can be applied wherever logical reasoning or calculation is needed; the more complex the problem, the more useful they are.

The Navy has received extensive assistance from modern technology in its principal logistic problems—obtaining and distributing personnel, equipment, and facilities. Another important logistic problem is the collection, processing, and distribution of information. Although management grows steadily more complex, decisions must be made more quickly, and the allowable margin for error constantly becomes smaller. Application of scientific and engineering techniques to the management of information has long been desirable. Electronic data processing (EDP) machines and similar equipment now make this practical.

One of the most fruitful fields of EDP application is naval personnel management which consists of manpower management (the administration of requirements) and personnel administration (the administration of people). It is now feasible to operate an information system capable of providing Navy management with most of the manpower and personnel data needed for decision making.

Such a system is presently being planned with the establishment of the CONCEPT of the Chief of Naval Operations Command/Management Information System (CNOCOM/MIS). The Manpower and Personnel Management Information System (MAPMIS) is the OPERATIVE (existing and planned) management information system used for personnel accounting, distribution, manpower allocation, determining training requirements and school quotas, and budget development. MAPMIS will provide information to the planned Navy Integrated Command/Management Information System (NAICOM/MIS) which is to be a planning, programming, budgeting tool and a data source system for the proposed CNOCOM/MIS.

Data for the MAPMIS is processed by automatic data processing equipment.

AUTOMATIC DATA PROCESSING

To ensure a proper understanding and utilization of Manpower Information Systems, a general knowledge of ADP principles is essential. Automatic data processing (ADP) encompasses all operations from the collection of raw data to the final preparation of a meaningful report. Thus it is a broad term that encompasses both electronic data processing (EDP) and electrical accounting machine (EAM) systems.

Electronic data processing (EDP) is accomplished through principles of electronics rather than those of a mechanical or electromechanical nature. Thus it refers to data processing by electronic computers and computer devices related to input, processing, and output functions.

Electric accounting machine (EAM) systems are used in areas in which the employment of EDP is not practicable. Systems which process data entirely from punched cards (input) are normally referred to as PUNCHED CARD or EAM Data Processing Systems.

EAM DATA PROCESSING

Electrically powered machines so designed that each performs certain processing functions as directed by externally wired control panels (except key-driven and most sorting machines) are classified as Electric Accounting Machines. The optimum use of this equipment under precise rules of procedure can minimize clerical operations, standardize methods, and speed output of records and reports.

Transferring information from a source document, such as a Personal Diary or supply requisition into cards, produces individual records of hundreds and thousands of transactions. Once holes have been correctly punched into a card that card becomes a permanent UNIT RECORD which may be processed by different data processing machines without losing any of its original information. The punched card is the basic unit of punched card accounting and the basis from which all mechanical data processing applications evolve. Once data is punched and verified, it may then be classified (sorted) and summarized to produce the desired results through machine processing. Information recorded as punched holes in specific locations on standard size cards is converted into the electrical (electronic) language of the processing equipment through which it is fed.

Most punched card equipment can accomplish more than a single function. But EAM equipment must know what function to perform and how to handle the information it receives. The machines are capable only of following instructions and can only perform after someone has decided what decisions the machine should make for each given set of conditions (as is also true of computers). Many of the instructions and most of the information depend upon the holes punched in the card and the wired control panel.

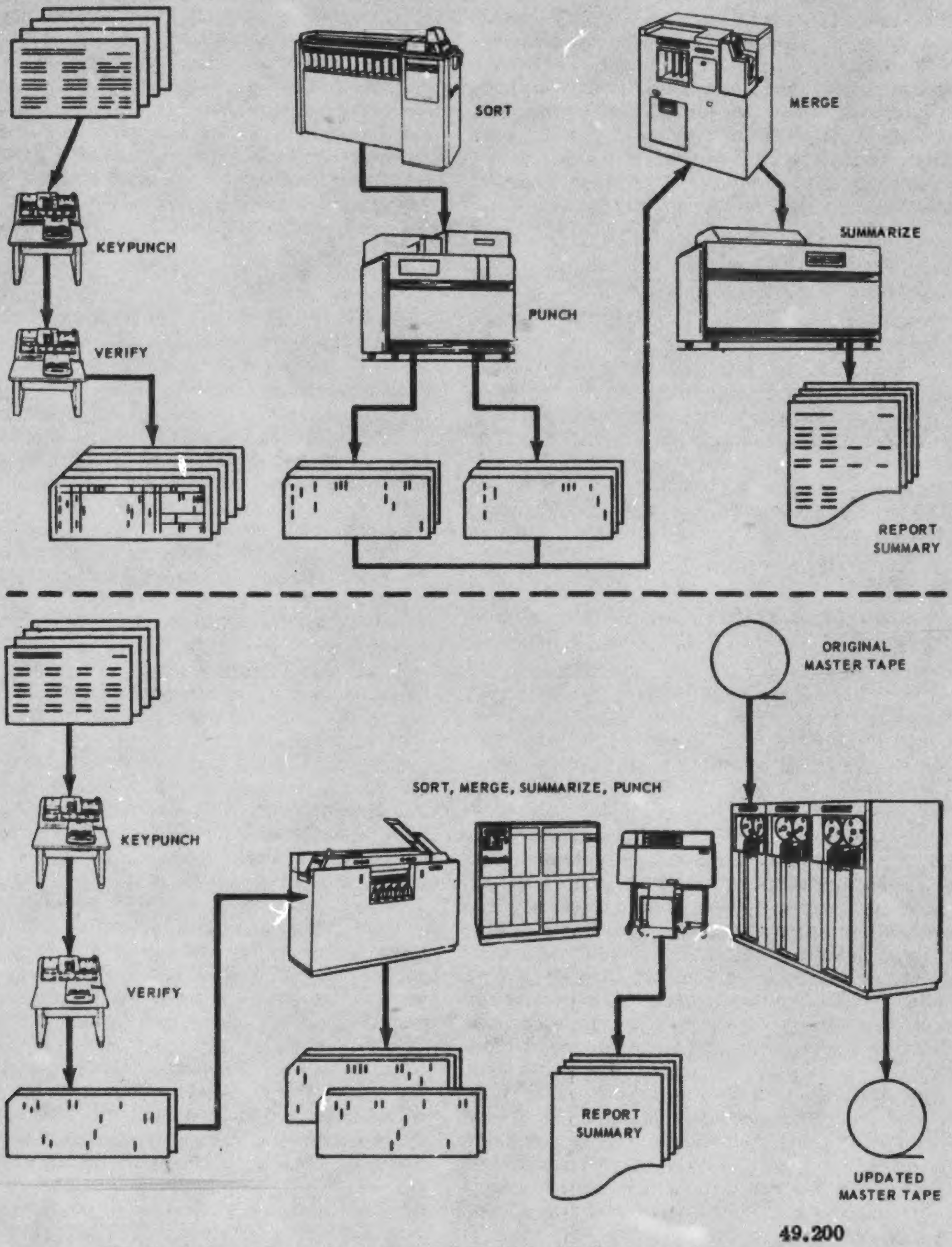
ELECTRONIC DATA PROCESSING

The trend in recent years has been toward the use of electronic data processing equipment, especially in those areas where huge volumes of data must be processed as rapidly as possible. This equipment enables an organization to expedite its data handling processes in the most economical manner, and yet provide for speed, accuracy, and flexibility in the production of results.

When we speak of electronic data processing, we are thinking in terms of the computer and its many components as related to INPUT, PROCESSING, STORAGE, and OUTPUT functions. There are many different types of computers and computer devices with various data handling capabilities. They are classified generally as computers, electronic data processing machines (EDPM), electronic data processing systems (EDPS), and data processing systems (DPS). Regardless of what they are called, bear in mind that they have these characteristics: they process data automatically and at electronic speeds.

Data Processing by EDP

In certain respects, electronic data processing is similar to the unit record system in that punched cards may be used as input, and printed reports or punched cards may be produced as output. The unique difference lies in the manner of processing the data and the electronic equipment used in its processing applications. Whereas the unit record system requires the physical movement of cards from one machine to another, the electronic system permits many processing functions to be performed in one operation. (See fig. 7-1.) This is made possible through the use of several interconnected devices which, working together, can receive, process, and produce data in one operation without human


SORT
MERGE
KEYPUNCH
SUMMARIZE
PUNCH
VERIFY
REPORT SUMMARY
ORIGINAL MASTER TAPE
SORT, MERGE, SUMMARIZE, PUNCH
KEYPUNCH
VERIFY
REPORT SUMMARY
UPDATED MASTER TAPE

49.200

Figure 7-1.—A sample analogy of EAM vs EDP processing application.

intervention. These devices constitute an electronic data processing system.

The operations of preparing source documents, punching cards from source documents, and (for a punched card EDPS) sorting punched cards, are accomplished by the same methods used in the unit record system. However, systems using magnetic tape for input generally have punched card data transcribed onto the tape and it in turn is sorted into a sequence acceptable for processing by the computer. Once information has been entered into the system, all classification, identification, and arithmetic operations are performed automatically in one or several processing routines. This is accomplished by a set of written instructions called a PROGRAM which, when recorded onto punched cards or magnetic tape and fed into the system, controls operations automatically from start to finish.

Information used as input to an electronic data processing system may be recorded on punched cards, paper tape, magnetic tape, or by magnetic ink or optically read documents, depending upon the system requirements. Similarly, output may be in the same forms with the addition of printed reports, again depending upon the system.

What Is a Computer?

Simple in its make up, the computer consists of an input section which introduces data into the system. Once interpreted, the information is sent to a control section where it is further directed according to programmed instructions. As specified, the data is sent to storage or memory, a high-speed device able to read in and read out data in a few millionths of a second. Data in storage can be used over and over, or can be used only once and replaced. If the computer is so instructed, the data can be directed to the processor or arithmetic section. It is here that the computer really computes; adding, subtracting, and comparing numbers. The organized results are transferable to an output section for the creation of records and reports, or to produce new media for further processing needs.

What Makes It Work?

The calculating mechanism of the computer has electronic circuit devices whose speed of response is less than a billionth of a second (nanosecond). When data is written in a code acceptable to the computer and fed into it, electric impulses flow through the solid-state electronic circuitry in a pattern which causes the transistors to switch the signals, count certain impulses flowing through, or direct their flow according to programmed commands. Other factors which add to and form the basis for fast data manipulation are: (1) Memory units made up of magnetic cores, which are tiny rings consisting predominantly of ferrite, a magnetic material that is easily magnetized and remains so indefinitely after the magnetizing force has been removed; (2) Magnetic storage devices such as tapes, disks, and drums, upon which data is encoded by means of magnetic spots and (3), the binary mode of representing data, a two-value system which can represent alphabetic or numeric information by combining ones and zeros in various ways.

How Does It Work?

To answer this question, suppose we compare the simple adding machine to its larger counterpart—the electronic computer.

Input.—We use the term INPUT to describe the act of introducing data into a system. Since the keyboard is used to feed data into the adding machine, we can call it an INPUT DEVICE. The SOURCE MEDIA, or documents from which information is obtained, could have been an invoice, pay record, or supply requisition. Unlike the adding machine, wherein data is introduced directly through the keyboard from the source media, a computer system necessitates the conversion of data onto a type of medium that will lend itself to automatic processing prior to its being read into the system. Therefore, INPUT DATA is data that has been recorded from a source medium onto a type of INPUT MEDIUM acceptable to a system. Computer input devices read data from their prescribed media, and translate that data into electronic impulses for transmittal into the computer. Input devices, among others, could consist of high-speed card readers, paper tape readers, or magnetic tape units.

Processing.—Racks, gears, counting wheels, and so forth are used by the adding machine to compute the data fed into it. The CENTRAL PROCESSING UNIT is the computing center of the electronic data processing system and is made up of five functional units: CONTROL, ARITHMETIC, MEMORY, INPUT, and OUTPUT. The acronym "CAMIO" is formed when the first letter of each functional unit is taken.

The CONTROL UNIT automatically directs the step-by-step operation of the entire system, including the operation of input and output devices as well as the selection, interpretation, and execution of instructions from memory. Areas of the adding machine keyboard that contain buttons (plus, minus, total, and others) used by its operator to exercise control over the machine, might be likened to the control panel of the computer CONSOLE. The console itself provides external control over the entire system, for through it, the operator can monitor the central processor and maintain manual control over all operations. Remember, the computer does not rely on the operator to feed it data and initiate its every command; the control panel and electric typewriter (provided by some systems) of the console simply permit human beings to communicate with the various units that make up a total computer system.

Looking closely at an adding machine mechanism, you will find a set of rachets used to turn the counting wheels and cause the arithmetic functions to be performed. Likewise, the ARITHMETIC UNIT of the computer performs arithmetic operations of adding, subtracting, multiplying, and dividing. Through its logical ability, it can also test various conditions encountered during processing and take action called for by the results.

Because the counting wheels store the results of arithmetic operations until changed or totaled, they might be though of as the memory unit of the adding machine. However, the MEMORY UNIT of a data processing system differs in that it can be used to store data and/or programmed instructions for an indefinite period of time.

Output.—We define OUTPUT as data that has been processed or the act of extracting such data from the central processor. Results of the adding machine's calculations are printed by its OUTPUT DEVICE, a printer, onto a listed tape or inserted document. The basic function of a computer output device is to receive, convert and record output data onto its particular medium. The most commonly used output devices are card punches, magnetic tape units, paper tape punches, and printers; their output media being punched cards, coded magnetic spots on magnetic tape, punched paper tape, and printed reports.

If we compare an electric accounting machine system with the central processing unit of a computer as they execute the same accounting function, we shall see that the chief difference between the EAM system and the central processing unit is in the speed at which this function is carried out. The central processing unit completes the job in much less time.

Relative Efficiency

It is easy to see why the central processing unit is more efficient than the electric accounting machine system. First, the amount of data that can be held in the storage component and in the registers of the central processing unit far exceeds the storage capacity of the electric accounting machine system, so that data transfers and arithmetic and logic operations are carried out faster by the central processing unit. Second, no intervention is required during the operation of the central processing unit, while stacks of cards must be shifted between the various accounting machines to complete the EAM operation. Third, when magnetic tapes constitute the input and output media of the EDP system, faster input to, and output from, the central processing unit are possible.

Components

Components or tools of a computer system are categorized as either hardware or software. Hardware includes all the mechanical, electrical, electronic, and magnetic devices within a computer system. Software consists of the automatic programming techniques developed for the most efficient use of the hardware and is usually supplied by the manufacturer of particular systems.

Hardware.—Computer hardware falls into two categories, peripheral equipment and the central processor. PERIPHERAL EQUIPMENT includes all input and output devices associated with specific recording media such as, a card reader and punch, or magnetic tape units. This peripheral equipment can operate ON-LINE, under direct control of the central processor or OFF-LINE, independently of the central processor.

During on-line operations, data can be transferred to and from peripheral devices and the central processor via CONTROL UNITS. These units may be free-standing, or built into either the central processor or the peripheral device, and receive their signals or instructions from the stored program.

In off-line or AUXILIARY operations, the input and output devices are used in conjunction with other peripheral devices not directly connected to the system. Since input and output data conversion operations are relatively slow compared to the speed of the central processing unit, off-line operations free the computer of time-consuming procedures and provide more time for the computing and processing of data by the central processor. For example, a system's output data could be written on magnetic tape and converted to some other record form in an off-line operation while the computer continues processing new data.

Software.—Computer software consists primarily of general purpose programs that are common to many computer installations. Included among them would be assemblers and compilers (which aid in producing machine language routines from a relatively simple nonmachine language source) plus sort, control, and other utility programs.

Card Oriented System

A system whereby information is fed into its input unit only by means of cards, and with its output also in the form of cards and/or printed reports, is commonly referred to as a CARD SYSTEM. These systems are usually relatively small, especially in their memory capacity and other storage facilities. Input data must be prearranged before being fed into the system but can remain in its memory unit until the programmed instructions call for its release, or replace it with new information.

Tape Oriented System

Systems whose source of input data is from almost any medium, but essentially from perforated paper or magnetic tape, are referred to as TAPE SYSTEMS. Because these systems are large and complex, they demand more processing ability, and therefore require faster input media than the much slower punched card input. In addition to larger memory capacities and other storage facilities, input and output devices may vary as to the type of media used and may vary in number.

Real Time Processing System

REAL TIME COMPUTER SYSTEMS, designed to keep pace with "live" operations, can store enormous masses of information and act upon any item within thousandths of a second. Data is received and transmitted between locations at remote points, and priorities are automatically assigned to different operations to ensure that action and response are in proportion to the urgency of the need. Through the system's input devices, data is entered into the system and acted upon at the time of occurrence. The need for original source documents is being eliminated, and due to its communication facilities, centralized control of decentralized operations is now possible over areas of thousands of miles.

"How fast?" has been the factor of primary importance in computer operations. Recently, however, "How far?" has become significant. To move data from distant locations with the same relative speed with which it is processed is of growing importance, for where it is needed is in many cases far from where it originates. To move data between locations around the country, computer information under the REAL TIME PROCESSING TECHNIQUE is now being transmitted over telephone, telegraph, and teletype lines. These fast communication systems between a central computer and hundreds of remote points are eliminating the old problems of time and distance, which until now, had a direct bearing on computer applications.

Time Sharing

Time sharing is the cooperative use of a computer in a central location by more than one user (activity, Government agency, division, company). Many jobs are performed simultaneously on one computer system as each user receives a share of the system's facilities.

Interface

An interface refers to a common boundary or area. In computer systems an interface is the term used to describe areas of common interest between items in different systems or between different subsystems. Thus in the MAPMIS, the Officer and Requirements Subsystems interface or use or exchange data that is common to both subsystems. Many interfaces exist between MAPMIS and other computerized information systems.

EAM VERSUS EDP SYSTEMS

Electronic data processing systems should not be thought of as replacements for electric accounting machine systems. The EDP systems are capable of performing functions which EAM systems cannot perform. While it is true, however, that EDP systems can carry out the accounting operations of an EAM system, these operations are still most economically carried out in many places by electric accounting machines. Furthermore, electric accounting machines are used in support of automatic computer systems—they are often the peripheral equipment off-line to the central processing unit of an automatic computer system.

Both EAM and EDP systems are used by various Navy management information systems. With the new capability provided by new EDP equipment, the MAPMIS provides information at the planning level as well as at the operating level rather than almost entirely at the operating level as was true a few years ago.

ADP IN MANAGEMENT

The magnitude and complexity of the Navy generates vast management problems which in turn generate needs for information. Meeting these needs requires full exploitation of data processing devices and techniques to obtain better management predictions and decisions based upon better combinations, sequences, and understanding of information. A constant objective toward better predictions and decisions is a combination of two ingredients—an information system (supporting service) and the motivation, restraint, and judgment of management itself (a direct line responsibility).

Some long-range objectives of an information system are outlined below in terms of better support to management through improved system elements and characteristics made possible with electronic data processing:

- ORGANIZATION INTEGRATION—Integration of information communication within and among organizations through interconnection of all data sources, processing units and users, thus providing the equivalent of a single Navy data bank. Included in this objective are minimum input of data, multiple use of the same data, and maximum access for all who need to interrogate the data bank.

- MANAGEMENT FUNCTION INTEGRATION—Integrating related data created in the major steps of the management cycle (plans, programs, direction, and evaluation) as a basis for control and development of future plans or action as determined by experience and expectation.

- RESOURCES INTEGRATION—The interdependence, in any planned or actual occurrence, of changes in such resources as personnel, material, facilities, time, what was to be done, what was done, and the monetary value represented by each.

- LANGUAGE INTEGRATION—Permits recording, transferring, processing, summarizing, analyzing, storing, recalling, and displaying information, or otherwise making it available and usable, with a minimum of human intervention, from creation of the data to the end of its usefulness.

- INFORMATION SELECTIVITY—Provides for one aspect of management by exception in that out of the full store of data, automatic screening, selection, and delivery of just that data necessary to a particular organizational unit level may be obtained.

- MAXIMUM AUTOMATIC MANAGEMENT CONTROL.—To relegate to machines all mechanical decisions and to leave for human consideration only those matters which require such mental faculties as association of ideas, imagination, judgment, and ethics. The use of machines for all possible mechanical work produces more nearly accurate and more consistent products and allows management personnel to devote more of their time to exceptions, creative thinking, and basic planning.

- MANAGEMENT SCIENCES UTILIZATION—The employment of advanced scientific techniques and equipment for computation and simulation to assist management in determining the most rational or optimal combinations and sequences in the use of resources for a desired result. As an aspect of management by exception, the objective is to extend the human mind by providing services (primarily mathematical) that add to its reasoning power through the development of information within an acceptable time.

- ECONOMICAL BALANCE—Obtaining optimal use of resources allocated to the information system and optimal balance between these resources and those allocated to other naval programs. This objective also includes consideration of the value of information to be provided. Sometimes just capturing and maintaining data is so costly as to outweigh the value of the data. The expense factor, therefore, prohibits the maintenance of nice-to-know but nonessential information.

- **MAN/MACHINE BALANCE**—The balance between use of mechanical and human resources in information systems and management.

USE IN PERSONNEL MANAGEMENT

The most crucial aspect of management depends primarily upon the person making decisions and having the information available for doing so. Decisions in Navy personnel management require information primarily about two things—people and activities. Electronic data processing benefits personnel management by improving the quality, quantity, and timeliness of information on people and activities.

In looking at the possible uses of EDP in the Bureau of Naval Personnel, it was determined that personnel management should be considered as a single integrated system, even though performed by several components of the various management levels of the Naval Establishment. On this basis, a complete analysis of all personnel functions was made, data requirements were studied and recommendations prepared for required organization, procedures, and equipment. The ultimate objective was a system which would, as completely as possible, integrate with each personnel function the applicable record keeping and information handling functions.

PERSONNEL FUNCTIONS

Preliminary analysis isolated eight basic personnel functions that are applicable to all personnel under peacetime and wartime conditions. The following brief discussion indicates the present application of electronic data processing to improve the information available to perform these functions. It should be borne in mind, however, that the use of EDP is possible only after people have applied logic to develop the basic plan and after a systematic input has been provided for.

Requirements, Allocation, and Procurement

The first task in manpower management is to determine the qualitative and quantitative manpower requirements suitable to the ever changing international situation. Numbers and types of officer and enlisted billets must be determined for each activity in the Naval Establishment, for each new equipment, operation, mission, or change of mission. When this has been accomplished, allocation of personnel billets takes place.

Determining the numbers of personnel that must be obtained for active and Reserve forces is basically a problem of simple mathematics. It consists of comparing current onboard strength with future requirements, then compensating for the difference, including prospective losses. Such processing can be extended to the development of procurement plans for successive years, evaluation of plans versus performance, analysis of trends in reenlistment rates, et cetera.

Classification

The personnel classification system provides for identifying skill requirements of billets and skill qualifications of people. Much of personnel management requires matching one against the other. Greater speed, accuracy, and control are needed in this process as a basis for timely decisions on deploying the Navy's skilled manpower.

Education and Training

Maintaining an efficient organization requires formalized education and training programs to meet future needs for trained personnel in both the active and inactive forces. The extent of the training mission of the Navy depends upon future qualitative and quantitative requirements. It is a problem of comparing current onboard skills with future requirements and providing the education and training necessary to compensate for prospective losses in each of the many specialties.

Distribution

Personnel distribution depends largely upon timely knowledge of the capabilities and personal history of each individual, plus qualitative and quantitative requirements of naval activities. Timeliness is of primary importance, and to be effective, the information furnished must reflect requirements versus onboard strength, prospective gains and losses, and other pertinent factors such as manpower priorities, overall availability, and the like.

Promotion and Advancement

Determining the number of personnel to advance or promote in each of the many officer and enlisted categories is a problem of considerable scope. Solving the problem necessitates comparing onboard strengths with requirements and compensating for losses resulting from such actions as promotion, retirement, or discharge.

Retirement, Release, and Discharge

Personnel retirement, release, and discharge are related to manpower requirements inasmuch as the numbers of people due for separation affect plans for procurement, training, and promotion.

Personnel Accounting

Although the personnel accounting function has no intrinsic value per se, it is the foundation of a system; i.e., the data processing chain of events.

Navy personnel accounting is accomplished through a system of gathering data from all activities having military personnel assigned. Individual personnel actions taken at an activity are reported, as occurring, to a personnel accounting machine installation (PAMI) by means of a typewritten report (the personnel diary). Upon receipt of this report, PAMIs process and transmit the data to a data processing center in the Bureau of Naval Personnel. Here the system is maintained by means of a large scale computer and central data bank which provides the data base for all administrative personnel functions.

Records Maintenance

Although many of the present day flat paper type records may never be completely eliminated, officer and enlisted data records have been developed for processing by electronic means. Such records (OCR scannable documents, discussed later in this chapter) provide rapid accessibility to needed information and thereby reduce the need for manual records handling. In addition data extracted from non-OCR records constitutes a significant portion of the officer and enlisted automated records.

The following additional areas are being studied to determine their susceptibility to electronic data processing.

- DISCIPLINE — Developing and evaluating performance standards; analyzing types of offenses and punishments.

- TRANSPORTATION — Providing information on (a) expected movement of military personnel and their dependents and (b) transportation availability and scheduling. This would include furnishing data necessary for (a) development of transportation requirements, (b) expenditure accounting, and (c) personnel transportation budget estimates.

Fiscal Data

EDP is used for developing budget estimates; accounting for expenditure of funds; providing more information with greater accuracy; and computing entitlement to most payments. Although pay and allowances are under control of the Comptroller of the Navy, most information authorizing expenditures for these purposes originates in naval personnel offices and is entered in the Joint Uniform Military Pay System (JUMPS). JUMPS provides standardized pay disbursing procedures for all the military services and a centralized disbursement control location for each service, utilizing automated leave and earning records.

MANPOWER AND PERSONNEL MANAGEMENT INFORMATION SYSTEM

The Manpower and Personnel Management Information System is a computerized information system composed of integrated subsystems which are supportive of the total naval program which embraces the fields of manpower management and personnel administration. The supporting subsystems cover the substantive areas of Manpower Requirements, Officer Personnel Management, Enlisted Personnel Management, Training Management, Financial Management, and Naval Reserve and Mobilization Management. The development and operation of MAPMIS are the responsibility of the Assistant Chief of Naval Personnel for Management Information who is responsive to the office of the Deputy Chief of Naval Operations (Manpower and Naval Reserve) and the Bureau of Naval Personnel.

Organizations participating directly in the MAPMIS are BUPERS, the Deputy Chief of Naval Operations (Manpower and Naval Reserve), and the Personnel Accounting Machine Installations (PAMIs). All activities with naval personnel assigned and the Armed Forces Examining and Entrance Stations (AFEES) have inputs to the MAPMIS.

Present methods of data preparation include manual transposition, paper tape, coding, key punching, key verifying, tabulation, EAM sorting and card-to-tape conversion. The input data passes through various manual and automated edits before being introduced into data banks. Continuous accuracy of data banks is maintained as a result of a data validation program and feedback from consumers of reports generated from the MAPMIS. The Assistant Chief of Naval Personnel for Management Information is responsible for developing and implementing the methodology for data collection, data review, and maintaining accurate data banks. Appropriate interface relationships are to be maintained to ensure meeting requirements for future support of NAICOM/MIS and related command COM/MIS's.

The Manpower Authorization, OPNAV 1000/2 and the Manpower Allocation/Requirements Plan (MARP) which are components (outputs) of the MAPMIS are discussed in chapter 6, as are the Civilian Mobilization Manpower Allocation/Requirements Plan (CIV-M-MARP) (which is to interface with the MARP) and the officer and enlisted distribution processes.

MAPMIS is an on-going system which must be capable of continuous modification to meet the evolving needs of personnel and manpower managers at all levels. The target date for currently planned applications to be fully operational is June 1975. (See fig. 7-2.)

The applications of MAPMIS support the management responsibility of the Chief of Naval Operations, the Chief of Naval Personnel, and all echelons of the Navy and higher authority (DOD) in their resource planning for and utilization of naval personnel. To provide the requisite management information, MAPMIS presently operates nine major subsystems: Officer, Enlisted, Requirements, Fiscal, Training, PAMI Active Duty, Operations Analysis, Inactive Personnel, and Optical Character Reader (OCR) Input.

The planned system is to include a New Enlisted Subsystem (by FY 73), expanded data banks for existing subsystems, increased use of mathematical models, and a remote inquiry capability. The expanded automatic data processing configuration installed in BUPERS in 1970 provides additional memory, increased "throughput," and reserve capacity for further expansion.

OFFICER SUBSYSTEM

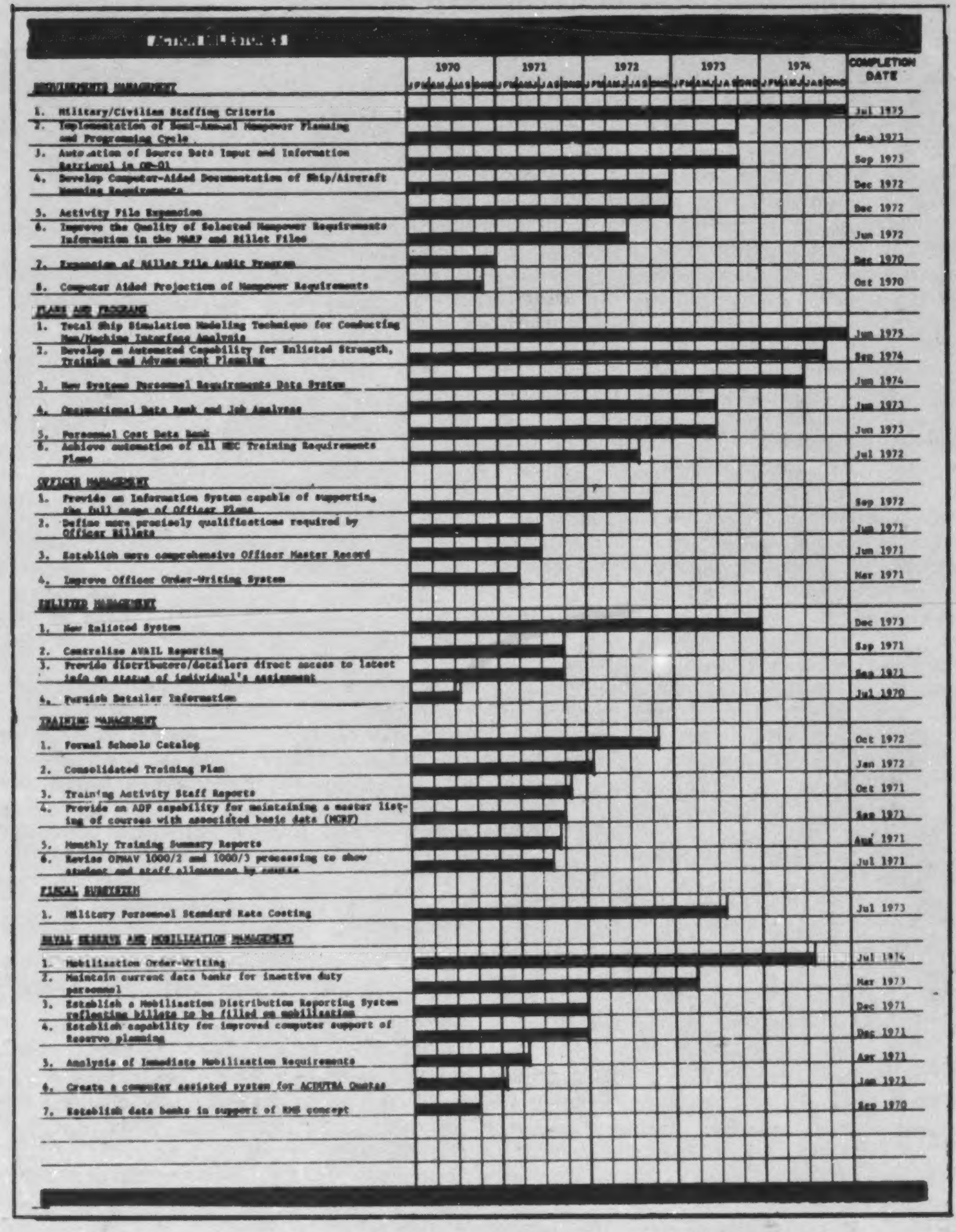
The Officer Subsystem is a centralized data processing system located in the Bureau of Naval Personnel. Control of the subsystem is built around an on-line Master File stored on a direct access storage device. Various supplementary master files, stored on both direct access and tape, combine with the Master File to make up the Officer Master Data Bank. In addition, various extract files are prepared that become master files for reporting subsystems. The primary user of the subsystem is the centralized officer distribution and detailing function of the Bureau of Naval Personnel. This function also generates a large part of the input required to maintain the Master Data Bank. The on-line Master File has a daily updating capability for individual transaction records from naval activities and the Bureau. Transactions from all sources are batched, edited, and applied to the Master File. Information processing and retrieval requirements range from periodic reports to an immediate response to management requirements. Officer information requirements at the fleet level are presently supported by monthly extracts supplied to the Personnel Accounting Machine Installations, from which reports are produced.

The Officer Subsystem provides the information base for organizations involved in officer manpower and personnel management and in management support of these organizations. An interface exists with the Inactive Personnel Subsystem and the manpower mobilization system located at Bainbridge to enable provision of selected management information from all manpower sources.

Officer Data Files

There are six Officer Data Files in the Officer Subsystem. The files that compose the Officer Subsystem are as follows:

The Active Officer Master File is the heart of the Officer Subsystem and contains a record for every officer on active duty in the Navy. The Master File is used extensively to provide up-to-date information for timely management decisions. It is maintained on a direct access device so that information may be accessed for an individual officer's record or by scanning the entire file to select certain communities



ACTION MILESTONES	COMPLETION DATE
REQUIREMENTS MANAGEMENT	
1. Military/Civilian Staffing Criteria	Jul 1975
2. Implementation of Semi-Annual Manpower Planning and Programming Cycle	Sep 1973
3. Automation of Source Data Input and Information Retrieval in OP-01	Sep 1973
4. Develop Computer-Aided Documentation of Ship/Aircraft Manning Requirements	Dec 1972
5. Activity File Expansion	Dec 1972
6. Improve the Quality of Selected Manpower Requirements Information in the MARP and Billet Files	Jun 1972
7. Expansion of Billet File Audit Program	Dec 1970
8. Computer Aided Projection of Manpower Requirements	Oct 1970
PLANS AND PROGRAMS	
1. Total Ship Simulation Modeling Technique for Conducting Man/Machine Interface Analysis	Jun 1975
2. Develop an Automated Capability for Enlisted Strength, Training and Advancement Planning	Sep 1974
3. New Systems Personnel Requirements Data System	Jun 1974
4. Occupational Data Bank and Job Analyses	Jun 1973
5. Personnel Cost Data Bank	Jun 1973
6. Achieve automation of all NEC Training Requirements Plans	Jul 1972
OFFICER MANAGEMENT	
1. Provide an Information System capable of supporting the full range of Officer Plans	Sep 1972
2. Define more precisely qualifications required by Officer Billets	Jun 1971
3. Establish more comprehensive Officer Master Record	Jun 1971
4. Improve Officer Order-Writing System	Mar 1971
ENLISTED MANAGEMENT	
1. New Enlisted System	Dec 1973
2. Centralize AVAIL Reporting	Sep 1971
3. Provide distributors/detailers direct access to latest info on status of individual's assignment	Sep 1971
4. Furnish Detailer Information	Jul 1970
TRAINING MANAGEMENT	
1. Formal Schools Catalog	Oct 1972
2. Consolidated Training Plan	Jan 1972
3. Training Activity Staff Reports	Oct 1971
4. Provide an ADP capability for maintaining a master listing of courses with associated basic data (MCRF)	Sep 1971
5. Monthly Training Summary Reports	Aug 1971
6. Revise OPNAV 1000/2 and 1000/3 processing to show student and staff allowances by course	Jul 1971
FISCAL SUBSYSTEM	
1. Military Personnel Standard Rate Costing	Jul 1973
NAVAL RESERVE AND MOBILIZATION MANAGEMENT	
1. Mobilization Order-Writing	Jul 1974
2. Maintain current data banks for inactive duty personnel	Mar 1973
3. Establish a Mobilization Distribution Reporting System reflecting billets to be filled on mobilization	Dec 1971
4. Establish capability for improved computer support of Reserve planning	Dec 1971
5. Analysis of Immediate Mobilization Requirements	Apr 1971
6. Create a computer assisted system for ACDUTRA Quotas	Jan 1971
7. Establish data banks in support of RMS concept	Sep 1970

52.72

Figure 7-2.—MAPMIS implementation schedule.

for analysis. The information maintained can be grouped into seven distinct areas:

1. Identification and historical data describes the individual.
2. Assignment control and location data are used to describe an officer's present assignment and his past duty stations as an aid to the distribution function in determining future assignments.
3. Aviation data is maintained on all officers of the aviation community to determine their capability for future aviation assignments and for statistical analysis of the pilot community.
4. Qualitative data helps to identify officers with certain special qualifications as a result of previous duty or training.
5. Education and training data is a record of officers' formal training. This is used for distribution purposes and for statistical analysis of the educational levels of the total or selected officer communities.
6. Pending data describes the next duty station to which the officer has been ordered and is used for updating the system when the officer reports to his new duty station.
7. Additional duty data describes the multiple assignments an officer may hold at his present duty station.

- The Active Officer History File is a representation of the Officer Master File as of the end of the month and is used to produce reports that reflect information at a particular point in time. Prior history files are retained for reports that require comparisons between the state of the past and present Navy.
- The Attrition File is a record of all officers who have previously been in the Navy but are no longer on active duty. It is used to generate information for an officer's record when he is recalled to active duty and for statistical purposes when required.
- The Officer Candidate School (OCS) File is maintained on those individuals who have not completed training, and those having completed training during the past three months.
- The Naval Reserve Officer Training Corps (NROTC) File is maintained on those individuals who have not completed training and those having completed training during the past two years.
- The Active Officer Education and Proficiency Training (OEPT) File is a record of educational achievement for all officers below the rank of captain. It is used in connection with selection of personnel for further education at the graduate level. The OEPT file is to be combined with the on-line Officer Master File; target date for completion is 1 July 1971.

Input and Output

The Personal Diary, NAVPERS 1070/75, supplies 52 percent of officer data input. Other data affecting officer personnel originates in various divisions of the Bureau of Naval Personnel in the form of orders for assignment, promotion, training, et cetera. Much of this data is received by the Data Processing Control Center (DPCC) in BUPERS, direct from the originating division.

Basic data on newly commissioned officers is received from the Naval Academy and officer candidate schools via the BUPERS Recruiting Division.

The Officer Data Card contains many of the high usage data elements of the officer automated record and is both an input and output document. The Data Card is printed from data in the MAPMIS and sent to the officer for verification. Corrections are returned to BUPERS on the card.

Output from the officer subsystem includes monthly reports on training, distribution, plans, promotions, recruiting, security, retention, decorations, retirement, Reserves, and pay.

A new listing of officer billets (effective 1971) is to include geographic locations, designators, ranks, subspecialities, and primary duties. The listing is intended to provide officers, particularly junior officers, with a "means of identifying the broad range of challenging billets available." A redesigned officer preference card is planned along with the Annual Officer Billet Summary (AOBS), NAVPERS 15993; both are intended to help officers obtain the duty they prefer.

Officer MAPMIS Interfaces

Many other systems are functionally interfaced with the MAPMIS to provide inputs or receive outputs from BUPERS. Functional integration is achieved by interchange of automated data on a regularly scheduled basis both between subsystems of MAPMIS and between a MAPMIS subsystem and systems that are external to MAPMIS.

Thus the Officer Subsystem is interfaced with the Navy Safety Center's Individual Flying Time Report (IFTR) for aviation data elements to update the Officer Master Data Set (OMDS) annually. Aviation data is extracted from the Officer History

Tape to produce statistical data on pilot losses, crashes, et cetera, at the Safety Center.

Monthly updating of the Officer Master Record concerning National Agency Checks (NAC's) conducted is provided by an interface with the Fort Holabird Security Master File. Other interfaces are with COMSUBPAC, COMSERVPAC, and Naval Civil Engineering Laboratory, Port Hueneme, California.

The Officer Subsystem is also interfaced with the Navy Finance Center, Cleveland and transmits data for the Navy Military Pay System.

ENLISTED SUBSYSTEM

The primary purpose of the Enlisted Subsystem of the MAPMIS is to acquire and process the data required by management in the areas of recruiting, training, and promotion. Secondary, though important, purposes are providing information required by DOD and supporting other Navy Department activities. A second-generation computer (IBM 7080) is presently used by BUPERS in processing this information; however, development of a third-generation system is nearing completion, and the BUPERS Enlisted Distribution function has already been transferred to this newer equipment.

Enlisted Data Files

Enlisted data files fall into two categories: Inventory Files and Event Files, either or both of which may be required to produce a needed report. The principal files are:

- The Enlisted Master file, containing 550 character positions of data on each Active Duty Enlisted Member. A representation of the Enlisted Master Tape Record is shown as figure 7-3.
- The Reports Change file, containing selected types of transactions which were used to update the Enlisted Master File. All transactions required to produce Statistical Reports (Gains and Losses to Active Enlisted Strength, promotions and other changes of rating, reenlistments and extensions of enlistment, et cetera) are written to this file simultaneously with application to the Master Tape records of the members concerned.

Extracts of the Enlisted Master file are produced for a variety of reasons such as interfaces with other systems within or without BUPERS, to serve as a more compact input than the entire Master file for other programs within the subsystem, et cetera. These extracts may contain entire Master records for selected communities, short records containing only the data elements needed by a particular job-stream, or a combination of the two. As an example of the need for extracts, the Navy Utility Tape contains only 200 characters of information per enlisted member and can be read in less than one hour as opposed to four hours for the complete Master file, but meets nearly 75 percent of all requests for one-time reports.

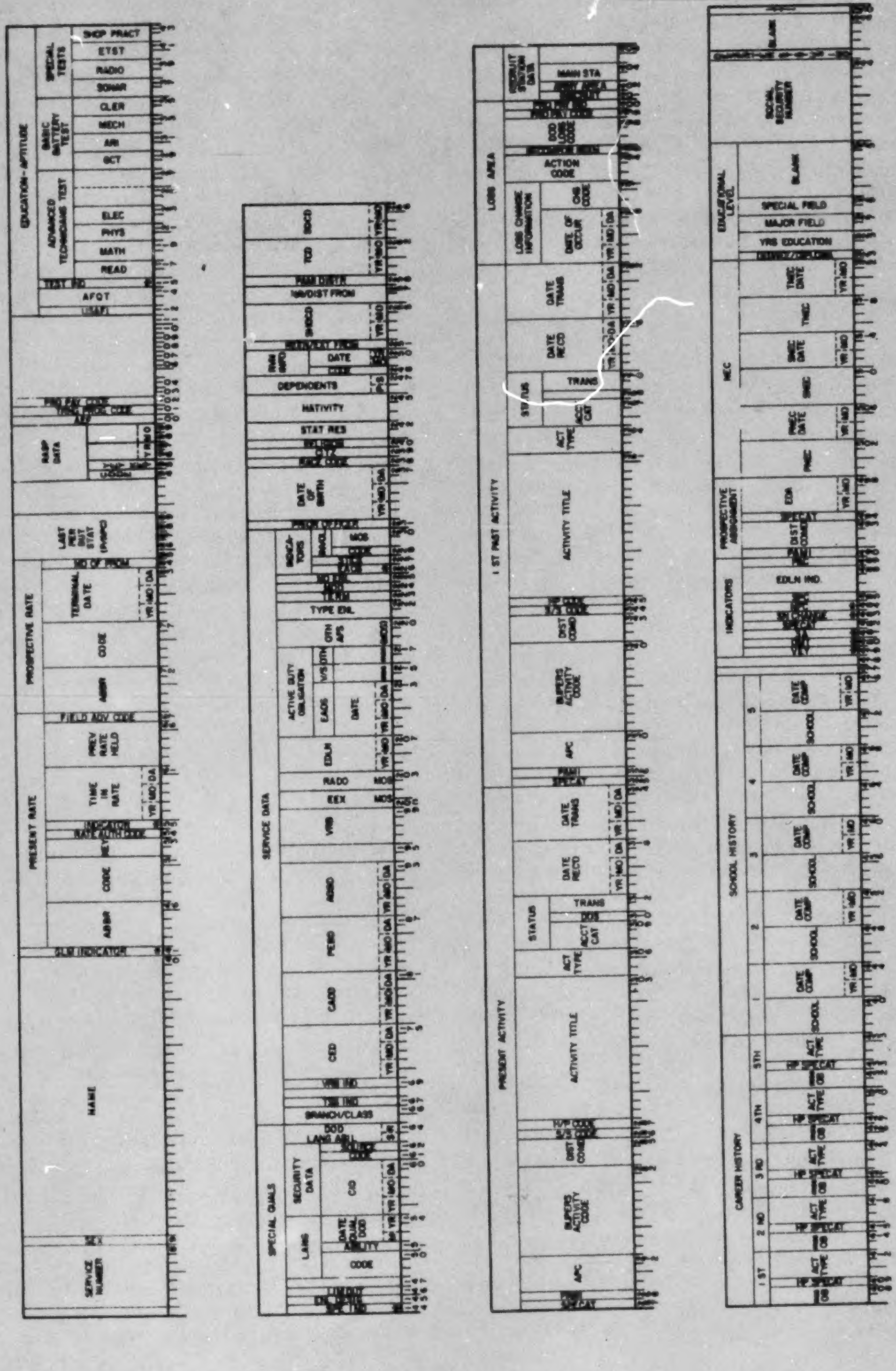
Special data bases have been established to store information which would cause the Enlisted Master file to become huge and unwieldly if applied to the record of every active member.

- The Project 100,000 file contains a complete Master record, plus 1,000 additional characters of information, to meet DOD requirements for reporting the performance of men enlisted under this project. (Project 100,000 is discussed in chapter 10.)
- The Project Transition file is likewise maintained to meet DOD reporting requirements for this one category of personnel. (Project Transition is discussed in chapter 16.)
- There are minor special data bases in addition to Project 100,000 and Project Transition, but these are held to a minimum, as each requires interface with the Master file updating procedure.

Enlisted Subsystem Input

Data input to the Enlisted Subsystem is primarily from the 3600 commands preparing personnel diaries, via the PAMIs, which averages over 400,000 transactions per month. Additional inputs are:

- The Formal Training Data System provides records of all personnel graduating from Naval Training schools, together with earned NEC information when applicable.
- The DOD National Agency Check Center provides records of completed security investigations.
- The Naval Examining Center supplies all authorized promotions.
- The U. S. Armed Forces Institute (USAFI) reports all General Educational Development (GED) test series successfully completed.
- Enlisted Classification Units at Recruit Training Centers and transient personnel activities report results of the Basic Test Battery,


EDUCATION-APTITUDE
SPECIAL TESTS
SHOP PRACT
ETST
RADIO
SONAR
BASIC BATTERY TEST
CLER
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ADVANCED TECHNICIANS TEST
ELEC
PHYS
MATH
READ
TEST IND
AFQT
USAFI
PRO PAY CODE
RAP DATA
LAST PER EVAL STAT
NO OF PROM
PROSPECTIVE RATE
TERMINAL DATE
CODE
ABBR
FIELD ADV CODE
PRESENT RATE
PREV RATE HELD
TIME IN RATE
INDICATOR
RATE AUTH CODE
CODE
ABBR
GLM INDICATOR
NAME
SEX
SERVICE NUMBER
TCD
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NAVDIST FROM
SHSCD
DATE
DEPENDENTS
NATIVITY
STAT RES
DATE OF BIRTH
INDICATORS
MOS
TYPE ENL
ACTIVE DUTY OBLIGATION
EAOS
DATE
EDLN
RADO
EEX
VRB
SERVICE DATA
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VRB IND
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ACTION CODE
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SPECIAL FIELD
MAJOR FIELD
YRS EDUCATION
NEC
TNEC DATE
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SNEC
PNEC DATE
PNEC
PROSPECTIVE ASSIGNMENT
EDA
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DIST COM'D
EDLN IND.
INDICATORS
SCHOOL HISTORY
SCHOOL
DATE COMP
CAREER HISTORY
1 ST
2 ND
3 RD
4TH
5TH
ACT TYPE
HP SPECAT
YR
MO
DA

52.73

Figure 7-3. —Enlisted Master Tape Record.

a verified and expanded educational level identification, and initial rating entry NEC assignments for non-rated personnel.

- The Armed Forces Examining and Entrance Stations (AFEES) mail paper (flexowriter or dura) tapes of each enlistment contact executed, on a daily basis, to provide new basic Master Tape records on each enlistee or reenlistee.
- Various offices within BUPERS report changes to data elements under their direct cognizance. In addition, the research units within the Manpower Information Division supply corrections to incompatible conditions found on the Master file.

Enlisted Subsystem Output

Most output from the Enlisted Subsystem is in the form of recurring reports produced monthly or less often. However, the following are also worthy of note:

- Several hundred special reports are programmed and produced each year, filling one-time needs for information regarding practically all the elements contained in the Master file.
- The Master file may be interrogated while being updated, either to display records of all members meeting specified criteria, or by introduction of "Inquiry" transactions for those individuals for whom information is desired. Many error conditions, such as expired enlistment, missing information, et cetera, are interrogated automatically to instigate research.
- The entire Enlisted Master file is supplied after every monthly update to each PAMI, whence it is used for a "census match." This procedure enables the PAMIs to update their files with information reported to BUPERS via other means than the personnel diary, such as NECs, security investigations, authorized retirements, et cetera. The PAMI also notifies BUPERS when certain items differ in the two files.

OPERATIONS ANALYSIS SUBSYSTEM

The Operations Analysis Support Subsystem provides monitoring and planning information for the plans and programs and personnel control functions of the Bureau of Naval Personnel. The information is derived through the use of statistical and simulation techniques to determine skill utilization and current and projected strength versus allowance comparisons.

Numerous sources of empirical data are utilized to derive rates for retention, promotion, and other necessary factors. Information is extracted from the Enlisted Master Tape, the Enlisted Qualitative Master File, the Officer Master Tape, and the Officer Qualitative Master File Extract to provide monthly reports monitoring enlisted skill utilization and enlisted rotation planning, and officer strength and officer tour planning. The subsystem permits developing summary or detailed information on specific areas of qualifications. In addition, other specialized reports can be provided upon request.

MANPOWER REQUIREMENTS SUBSYSTEM

The Manpower Requirements Subsystem supplies the MAPMIS with manpower requirements information. Manpower requirements encompass that segment of manpower management under the cognizance of the Chief of Naval Operations (OP-01), who is responsible for planning, programming, and control of military manpower resources in support of Navy objectives. In terms of management action, the Manpower Requirements Subsystem provides the information needed in the determination and programming of current and projected manpower needs, quantitatively and qualitatively, during peacetime and in the event of total mobilization. To meet the needs of the Management Information System, the Manpower Requirements Subsystem must support the following basic functions:

- Military manpower programming in the Five Year Defense Program (FYDP) for the active Navy.
- Support for updating the total mobilization manpower requirements plan which is utilized primarily by the Naval Reserve Manpower Center (NRMC).
- Updating the total officer and enlisted requirements plan for the active Navy.
- Day-to-day operations.

The Manpower Requirements Subsystem consists of data banks containing activity and manpower requirements data; the procedures established for introducing new and changed data into these banks, including the reporting by-products of such action (file maintenance); and the procedures established for producing periodic and special listings or tabulations of manpower requirements data with or without related activity data (reports control). Within this subsystem there are four major data banks and a number of minor data banks. The four major data banks are:

1. Activity Master Data Set (A-File).

This data set contains multiple records for each activity in the naval establishment having a military manpower requirement to accomplish its mission in peacetime and/or in time of war. The requirement for the establishment of, or a change to, a set of activity records is controlled by an input from the Chief of Naval Operations to the subsystem.

The data elements of the Activity Master File describe the current and projected status of each activity, such as its name, location, mission, and sponsor.

2. Quantitative Master Data Set (MARP).

The MARP data set contains multiple records for each activity having manpower allocations or requirements authorized in accordance with the Manpower Allocations/Requirements Plan (MARP) (peacetime and/or mobilization) issued by the Chief of Naval Operations. Changes to this file are carefully controlled to ensure that established manpower ceilings are not exceeded. For control purposes, records cannot be established for an activity on the MARP Master Data Set unless a set of records has been established for the activity on the Activity Master Data Set; furthermore, the Activity Master Data Set records must contain certain essential data before entries can be made in the MARP file.

The source document for MARP entries is a Manpower Allocation/Requirements Plan Change (OPNAV 1000/4). All new and revised data is entered into the MARP file via card input punched from the source document.

3. and 4. Officer and Enlisted Qualitative Master Data Sets (Billet or B-Files).

These two data sets, while separately maintained, are parallel in construction and maintenance philosophy. They contain multiple records for each activity having an approved Manpower Authorization as prescribed by appropriate instructions issued by the Chief of Naval Operations. For control purposes records cannot be established for an activity in the B-Files unless a set of records has been established for the activity in the A-File; furthermore, the A-File records must contain certain essential data before entries can be made into the Qualitative Files.

The source document for qualitative entries is the Manpower Authorization Request (OPNAV 1000/4 A). All new and revised data are entered into the Qualitative Files via card input punched from the source document; however, there are also provisions for mass file modifications of the Qualitative Files based on entries made in the Activity Master Data Set.

Requirements Subsystem Input, Output and Interface

Input to the Manpower Requirements Subsystem is by Manpower Authorization Requests, OPNAV and BUPERS notices, messages, and memoranda, Activity Change Forms (OPNAV 1000/9) and Memorandum Change Forms (OPNAV 1000/10).

Output from the subsystem includes manpower plans data, manning levels, manpower requirements, activity data furnished to the Navy Finance Center and data concerning the distribution of personnel.

The Manpower Requirements Subsystem interfaces with the Navy Finance Center, Cleveland. A tape extract of the BUPERS Activity Master File is sent to the Navy Finance Center each month. An external interface also exists with NAVFAC. MAPMIS interfaces are with the Fiscal, Officer, and Enlisted Subsystems and the PAMIs.

FISCAL SUBSYSTEM

The Fiscal Subsystem is responsible for supporting systems planning, analysis, and programming to meet the requirements of budget accounting and financial management of the Bureau of Naval Personnel including supporting the Chief of Naval Personnel as Central Operating Authority (COA) for Military Pay. The Subsystem produces 217 reports for some 51 applications which encompass the following:

- Active and Reserve military pay (MP, N and RP, N) appropriations and the BUPERS portion of five other Navy appropriations.
- Permanent Change of Station (PCS), Homeport Change, and Military Airlift Command and Military Sealift Command transportation costs.
- Resources Management Systems strength and cost information.
- Strength and cost statistics for all naval personnel and for BUPERS managed civilian personnel utilization.

Fiscal Subsystem Input And Output

Inputs to the Fiscal Subsystem include detail expenditures for BUPERS held allotments, information on pay of military personnel and

BUPERS civilian personnel, claims for damages to personal effects, prisoner statistics, transportation costs of transferring personnel and household goods, financial plan changes, payments of claims, and monthly changes and corrections.

Outputs include monthly reports on both military and civilian pay, pay entitlements, budget data, manning and travel.

Fiscal MAPMIS Interfaces

The Fiscal Subsystem is interfaced with the Officer and Enlisted Strength Files of the MAPMIS to provide information to the DOD Military Payroll Costs by Geographic Location System. A tape, provided quarterly, contains Navy Military Payroll Costs by Geographic Location. This tape includes costs for all active duty personnel and drill pay personnel. DOD combines this data with data received from the other military services to produce costs by location for the total military.

The Navy Cost Information System File interfaces with the Five Year Defense Program System, Office of the Comptroller (NAVCOMPT). The BUPERS Navy Cost Information System Master File contains manpower and budget information. It is maintained on magnetic tape. Data from the updated file is furnished upon request (approximately once a month) to NAVCOMPT and is used by them to produce reports.

Data is received by tape from Scott Air Force Base to produce Military Airlift Command and Military Sealift Command billing reports for NAVCOMPT and BUPERS consumers. A copy of the tape is provided to the Navy Family Allowance Activity, Cleveland.

INACTIVE PERSONNEL SUBSYSTEM

The purpose of the Inactive Personnel Subsystem is to collect, process, maintain, and disseminate information concerning inactive Naval Reserve, Fleet Reserve, and retired naval personnel. Separate files are maintained for inactive officer and inactive enlisted personnel. In addition, PAMICONUS maintains mobilization billet requirements files. The data in these files is compatible with that in the active duty files and data is transferred between the subsystems as necessary. Data processing support is provided to fleet and shore commanders, and district commandants as well as to the Bureau of Naval Personnel and the Naval Reserve Manpower Center (NRMC).

Inactive Personnel Subsystem Input

Input to the Inactive Personnel Subsystem is processed through the following documents and transactions:

- RUPPERT.—The Reserve Unit Personnel and Performance Report (RUPPERT) is a turnaround document produced by PAMICONUS. It is the vehicle used by units of the Selected Reserve and the Phased Forces to report personnel changes to PAMICONUS. Copies of the RUPPERT provide the Navy Finance Center with the data necessary to pay drilling Reserve personnel and the Naval Officer Record Support Activity (NORSA) with drill information required to credit satisfactory federal service. The RUPPERT is prepared and distributed after the final paid drill of the month.
- NRMC Transaction Sheets.—These sheets are submitted daily by the Naval Reserve Manpower Center (NRMC) to report changes affecting personnel under their accounting cognizance.
- Mobilization Order Changes.—These documents are used to assign, cancel, or modify an individual's mobilization assignment. These changes are applied to the Mobilization and Inactive Master Files each month.
- Manpower Center Enlisted Billets (MCEB).—The MCEB tape is extracted monthly from the Enlisted Qualitative Master Data Set (Billet file). The MCEB is used to update the mobilization files each month concerning the enlisted billets to be filled by inactive personnel in the event of mobilization.
- Manpower Center Officer Billets (MCOB)—This tape is extracted monthly from the Officer Qualitative Master Data Set (Billet file). The MCOB is used to update the mobilization files each month concerning the officer billets to be filled by inactive officers in the event of mobilization.
- Active Enlisted Data Exchange Tape (DET).—The DET tape is received monthly from BUPERS and represents the naval Active Enlisted Master Tape File. The data on this tape is used to establish an inactive record for all enlisted personnel released from active duty who have an inactive obligation. Inactive records are established and introduced into the Inactive Enlisted Master File on a weekly basis.
- Inactive Officer Transactions.—Transactions on Inactive officers are submitted daily from BUPERS, concerning overall gains, losses, and changes to inactive officer data elements

under the control of BUPERS. These transactions are applied to the Inactive Officer Master Files on a weekly basis.

- Performance Tape.—The Performance Tape reports the number of drills performed by each member of the Naval Reserve. The tape is forwarded to PAMICONUS monthly by the Navy Finance Center. It is not used to update the master files, but is combined with certain segments of the master files to produce the Unit Competition Report for the Commander, Naval Reserve Training (COMNAVRESTRA).

Output of Inactive Personnel Subsystem

The Inactive Personnel and Mobilization Files are used in various combinations to produce monthly reports regarding mobilization, retention, attrition, promotions, statistics, training plans, disbursement, mobilization assignments, management and administration of training, and training performance.

Reports are provided to the following management organizations:

- BUPERS.—Output from PAMICONUS is used by the Bureau to administer the Naval Reserve program in such policy decisions as those involving training, budgetary requirements, mobilization potential, recruiting, retention, and attrition of the Naval Reserve. The reports are also the basis for statistical reports for higher echelons of command and for official Naval Reserve statistics.
- NRMC.—NRMC is dependent on the MAPMIS data produced by PAMICONUS to accomplish its mission. Mobilization assignments of inactive personnel are based both on statistical reports and listings reflecting individual qualifications. Service record pages, discharges, questionnaires, et cetera, are produced by computer for personnel under the accounting cognizance of NRMC. The assignment of Navy Enlisted Classifications (NECs), which (with the exception of trainee codes) is under the control of NRMC, is also monitored by computer.
- COMNAVRESTRA/CNARESTRA. — MAPMIS reports are used to monitor the effectiveness of junior commands in administering the Naval Reserve programs within their respective areas. The data is also used as a basis for policy decisions and for determining quotas for schools, transfers to active duty, and training requirements for the Naval Districts and the Naval Air Reserve Training Units by the Chief of Naval Air Reserve Training (CNARESTRA) and the Commander Naval Reserve Training (COMNAVRESTRA).
- District Commandants.—The district commandants use MAPMIS data to monitor and control the administration of the Naval Reserve program within their districts. This data is used as a basis for assigning training allowances to the Reserve units, establishing subunits, and as a guide or reference in carrying out policy decisions of higher echelons of command.
- Individual Activities.—Activities use MAPMIS documents to report personnel changes and to verify MAPMIS data elements for personnel attached.
- NAVFINCEN.—The Navy Finance Center (NAVFINCEN) uses personnel transactions processed by PAMICONUS to update and maintain the pay files. For a personnel transaction to be forwarded to NAVFINCEN, it must first be applied to the MAPMIS master files at PAMICONUS. Each week PAMI submits a tape to NAVFINCEN containing all required personnel changes processed to the Inactive Personnel Master Files; this ensures consistent data in both sets of files.

Inactive Personnel Subsystem Interfaces

The Inactive Officer and Enlisted Files of the Inactive Personnel Subsystems are interfaced with the Navy Finance Center (NAVFINCEN) as follows:

- NAVFINCEN submits to PAMICONUS drill pay changes processed from the Reserve Unit Personnel and Performance Report (RUPPERT) after each monthly update of the master pay file. This data is used by PAMICONUS to produce monthly Reports 1080-1100, 1080-1101, and 1080-1102 (performance rating reports) for COMNAVRESTRA.
- PAMICONUS submits to NAVFINCEN after each weekly processing a tape consisting of inactive officer and enlisted changes that affect pay. NAVFINCEN processes these changes to update pay information in the centralized Reserve pay system. The RUPPERT is the common source document of both systems.
- PAMICONUS submits monthly to NAVFINCEN a write-off of the PAMICONUS Activity Address Master File for use by them in mailing money lists.

- NAVFINCEN submits to PAMICONUS monthly a tape consisting of enlisted drill performance for the preceding 12 months. Drills are identified by month in which performed for all enlisted reservists on the NAVFINCEN master military pay file.

The Inactive Officer and Enlisted Files are also interfaced with the Naval Publication and Printing Service Office, Philadelphia, (NAVPUBPRINTSERVO). PAMICONUS submits tapes to NAVPUBPRINTSERVO containing addresses of inactive officer and enlisted personnel for mailing the "Naval Reservist" and "Retired Personnel Newsletter," and addresses of activities for bulk mailing of the "Naval Reservist" with quantities to be mailed to each activity. Tapes are prepared monthly for the "Naval Reservist" and bimonthly for the "Retired Personnel Newsletter."

The Inactive Enlisted File is also interfaced with the Naval Examining Center (NAVEXAMCEN) Great Lakes, Illinois. PAMICONUS submits a tape to NAVEXAMCEN consisting of personnel data for inactive enlisted personnel who may be eligible to participate in Navy-wide examinations for advancement. The production schedule is based on examination periods, and selection of records is determined by pay grades for which examinations are to be administered. PAMICONUS also submits to NAVEXAMCEN a tape with addresses of activities of inactive enlisted personnel who may be eligible to participate in Navy-wide examinations for advancement.

An additional interface exists between the Inactive Enlisted File and the Chief of Naval Air Reserve Training (CNARESTRA). PAMICONUS submits punched cards monthly to CNARESTRA for inactive enlisted personnel participating in air programs. This data is used to prepare various reports.

Naval Reserve Manpower Center

Under the command of the Chief of Naval Personnel, the Naval Reserve Manpower Center (NRMC) administers records of nonparticipating officer/enlisted inactive personnel and is responsible for mobilization of all naval reservists. PAMICONUS affords mechanized support to NRMC thereby increasing the capability of the entire MAPMIS to support inactive duty personnel accounting, administration, and mobilization.

Under the system, district commandants and CNARESTRA are responsible for maintenance of service and health records of participating Reserve personnel within their respective commands; NORSA records point credits earned by participating officer personnel; and health records of retired personnel are maintained in the Bureau of Medicine and Surgery.

Accounting Records.—The PAMICONUS automated personnel records contain 100 officer and 70 enlisted personnel items and are maintained in part by data extracted from NRMC flat paper records.

The inactive and active parts of MAPMIS are completely compatible, permitting direct transfer of mechanized data between the two. Uninterrupted accountability is thus maintained on all individuals having Navy or Naval Reserve status, and control is maintained by the mechanized record rather than by the service record.

Cognizant authorities are furnished comprehensive accounting reports for Reserve personnel in their respective areas. For example, Activity Distribution Reports for enlisted and officer personnel include such items as Ready Reserve agreement expiration, critical skill, emergency service, drill status, military obligation, and active service.

Reserve Personnel Administrative Support.—Administrative services are provided by PAMICONUS to the various Naval Reserve Commands. Certain of these are described briefly below:

- **Training Eligibles Listings.**—To support Reserve training recruiting, lists of eligible Reserves are routinely provided to Naval Reserve training centers and CNARESTRA. The lists also serve as a means of selecting individuals for assignment to nondrill status to fill training allowance vacancies.
- **Annual Qualifications Questionnaire (NAVPERS 319).**—This form is prepared annually and forwarded to Reserve officers for verification. PAMICONUS prepares, addresses, and distributes the questionnaires. The NRMC forwards completed copies to activities holding service records on participating personnel.
- **Special Reports.**—Commandants and CNARESTRA may submit requests for special reports as necessary.

TRAINING SUBSYSTEM

The Training Subsystem is responsible for supporting the Formal Training Data Systems (FTDS), which is a major source of input to the Enlisted Subsystem providing NEC and school history transactions for the Enlisted Master File. It also provides limited statistical reports for BUPERS on class structure and attrition, and reports on class enrollment.

The basic concept behind the Training Subsystem is the provision for reporting by exception. Once a person has reported to school and his record has been introduced into the file, no further reporting on the individual is required unless correction of data is necessary. When a student graduates, his name and associated data are removed from the system and the earned or recommended NECs and school history are entered in the appropriate section of the Enlisted Master File.

The objectives of this subsystem are to provide more accurate and timely information required by training managers, detailers and rating control officers, and program managers in BUPERS. It provides reports of discrepancies and exceptions to planned operations in order to point out problem areas for use by training managers and program managers.

The Training Subsystem contains the following files:

- The Master Course Reference File (MCRF) which assists training managers and training activities in programming and management of training resources. This file consists of course control information submitted by training managers. It includes course data, such as NECs, course titles, and tentative class schedules. The MCRF is used to control student input to the subsystem; the file is updated weekly.
- The Student Master File (SMF) which contains the names of all students reported as attending courses that are recorded in the MCRF. Students are normally reported only at the time of enrollment. Further reporting is required only if a change occurs to the data originally reported. Data on graduations and assignment of NECs and school history is input to the Enlisted Master Tape 10 days after course completion dates. The SMF is updated weekly.
- Automation of the entire Formal Schools Catalog is planned—including edited text and current class schedules.
- Statistical Reports are planned to enable BUPERS to monitor the success of the FTDS and to assist in planning requirements for certain rates.

Exception Reports

Other reports under development based upon the MCRF and Student Master File include the following exception reports required for effective training management:

- Availability Reports—list of students who will require assignment in advance of time of availability.
- Error statistics reports—to determine source of input error.
- Various error reports associated with each file.

Training Requirements File

Planned applications still in the conceptional stages include the Training Requirements File. The objective of the Training Requirements File is to develop a file containing detailed training plans to project over a three-year period. These plans would be updated semiannually and when significant changes occur. This application would also contain physical training resources criteria such as messing and berthing, class size and instructor-ratio requirements and limitations. In addition, priorities are to be assigned by course so that fiscal limitations can be applied in an orderly manner. (The present system is limited to enlisted courses which enlisted personnel may attend that are of a duration of two weeks or longer or award an NEC. The system is to be expanded to include all naval courses in order to improve monitoring of naval school operations.)

Training Subsystem Input and Interfaces

BUPERSINST 1510.108 and BUPERSINST 1510.109 provide field reporting requirements to the present subsystem. Data is submitted utilizing NAVPERS 1510/2 for student data and NAVPERS 1510/17 for course/class data. Those training activities with EAM capability and facilities may transmit 1510/2 information via card transceiver for input into the system. The system interfaces with the Enlisted Master Data Bank to obtain input data on individual students prior to entering the Student File.

Input requirements for development of the three-year training requirements plan or Training Requirements File are not yet determined.

Anticipated file requirements are indicated below:

- Student File—100,000 student records on tape.
- Master Course Reference File—30,000 records, variable length on tape.
- Statistics File—4,000 records with a record length of approximately 3,000 characters to be stored on disk.
- Training Requirements File—length and format are undetermined at the present time.

Other files that will interface with the Training Subsystem at various processing steps are the MARP File, Activity File, Billet Files, Officer and Enlisted Master Files, and Fiscal Subsystem Files.

Training Subsystem Output

Output from the Training Subsystem includes or is to include the following types of data:

Master Course Reference File
Master Course Cross Reference
Master Course Reference File Change Report
Formal Schools Catalog
NEC Transactions for Enlisted Subsystem
School History Transactions for Enlisted Subsystem
Advanced Electronics Field (AEF) Transactions for Enlisted Subsystem
Training Summary Reports by
  Course/Class
  School
  Activity
  Catalog Producer, and
  Skill
Training Roster Report
Activity Verification Report
Personnel Out of Rate
Availability Report
Personnel on Board Past Graduation Date
Error Statistics Report
Unidentified Student Report
Source Data for Project One Hundred Thousand for DOD
Aviation Area Extraction
Training Data for Personnel and Training Research Laboratory, San Diego
Training Staff Reports
Various Error Reports associated with each file
Annual Skill Training Reports for DOD
Annual Entry Level Skill Reports for DOD.

PAMI SUBSYSTEMS

All three PAMIs have an Active Duty Subsystem; only PAMICONUS has an Inactive Duty Subsystem. The processing requirements placed upon the PAMIs are dependent on the analysis and definition of the needs of BUPERS (their principal consumer) and the EPDOs, TYCOMs, fleet commanders, naval activities, the naval district commandants, NAVEXAMCEN, NAVFINCEN, the Maintenance Support Office, and electric accounting machine units (EAMUs). Processing at the three PAMIs supports the Enlisted, Officer, and Requirements Subsystems at BUPERS, and the distribution functions of the Enlisted Personnel Distribution Offices (EPDOs). Detailed requirements for support of the MAPMIS Subsystems are contained in Instructions for the Manpower and Personnel Management Information System (MAPMISMAN), NAVPERS 15642 (Parts I and II) (Active).

Output from the PAMIs includes approximately 500 monthly reports concerning personnel accounting and distribution.

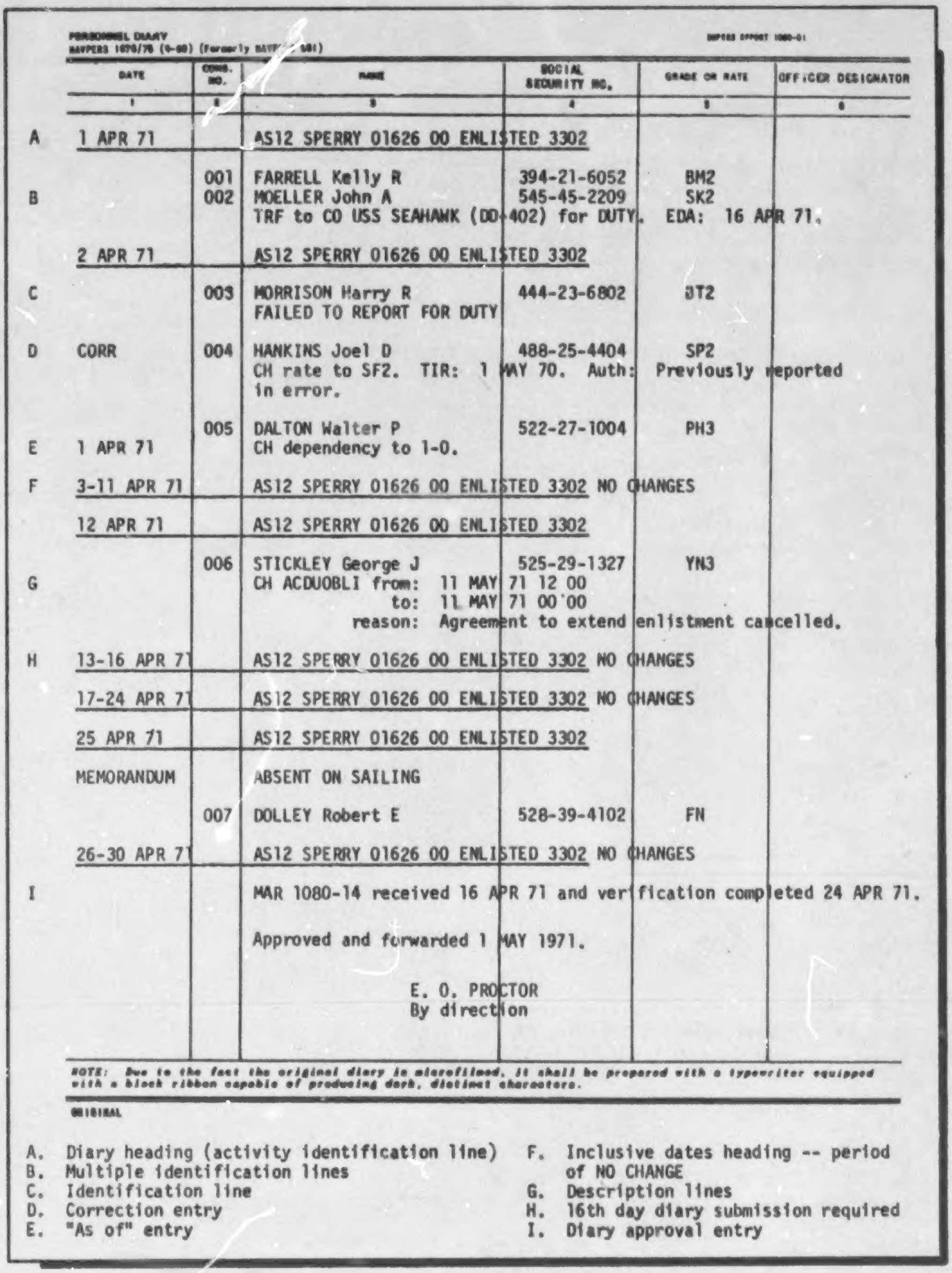
Interfaces exist with the PAMIs' major consumers.

PERSONNEL DIARY

The personnel diary is a major source document for current input data to the PAMI Subsystems and to the MAPMIS. The personnel diary is the vehicle used by naval activities to report personnel actions to cognizant authorities as prescribed in MAPMISMAN. Prompt and accurate reporting and submission of personnel actions on the diary is mandatory. (The Officer Distribution Control Report (ODCR) and the Enlisted Distribution and Verification Report, BUPERS Report 1080-14, are the display vehicles for automated data while discrepancies noted by the activity are returned to BUPERS via the personnel diary. The ODCR and BUPERS Report 1080-14 are discussed in chapter 6.)

Diary Preparation

The personnel diary is a chronological record of officer/enlisted personnel actions. MAPMIS requires that officer and enlisted personnel diaries be established, maintained, and reported as separate accounts in accordance with the instructions contained in MAPMISMAN. The original diary is prepared on NAVPERS 1070/75 (4-69). (See fig. 7-4.) It is received and processed in PAMI and then forwarded to BUPERS where it is microfilmed for retention as a permanent historical record.



PERSONNEL DIARY
NAVPERS 1070/75 (9-69) (Formerly NAVPERS 501)

BUPERS REPORT 1080-01

	DATE 1	CONS. NO. 2	NAME 3	SOCIAL SECURITY NO. 4	GRADE OR RATE 5	OFFICER DESIGNATOR 6
A	1 APR 71		AS12 SPERRY 01626 00 ENLISTED 3302			
		001	FARRELL Kelly R	394-21-6052	BM2	
B		002	MOELLER John A	545-45-2209	SK2	
			TRF to CO USS SEAHAWK (DD-402) for DUTY. EDA: 16 APR 71.			
	2 APR 71		AS12 SPERRY 01626 00 ENLISTED 3302			
C		003	MORRISON Harry R FAILED TO REPORT FOR DUTY	444-23-6802	BT2	
D	CORR	004	HANKINS Joel D CH rate to SF2. TIR: 1 MAY 70. Auth: Previously reported in error.	488-25-4404	SP2	
		005	DALTON Walter P	522-27-1004	PH3	
E	1 APR 71		CH dependency to 1-0.			
F	3-11 APR 71		AS12 SPERRY 01626 00 ENLISTED 3302 NO CHANGES			
	12 APR 71		AS12 SPERRY 01626 00 ENLISTED 3302			
		006	STICKLEY George J	525-29-1327	YN3	
G			CH ACDUOBLI from: 11 MAY 71 12 00 to: 11 MAY 71 00 00 reason: Agreement to extend enlistment cancelled.			
H	13-16 APR 71		AS12 SPERRY 01626 00 ENLISTED 3302 NO CHANGES			
	17-24 APR 71		AS12 SPERRY 01626 00 ENLISTED 3302 NO CHANGES			
	25 APR 71		AS12 SPERRY 01626 00 ENLISTED 3302			
	MEMORANDUM		ABSENT ON SAILING			
		007	DOLLEY Robert E	528-39-4102	FN	
	26-30 APR 71		AS12 SPERRY 01626 00 ENLISTED 3302 NO CHANGES			
I			MAR 1080-14 received 16 APR 71 and verification completed 24 APR 71. Approved and forwarded 1 MAY 1971. E. O. PROCTOR By direction			

NOTE: Due to the fact the original diary is microfilmed, it shall be prepared with a typewriter equipped with a black ribbon capable of producing dark, distinct characters.

ORIGINAL

A. Diary heading (activity identification line)
B. Multiple identification lines
C. Identification line
D. Correction entry
E. "As of" entry
F. Inclusive dates heading -- period of NO CHANGE
G. Description lines
H. 16th day diary submission required
I. Diary approval entry

6.42

Figure 7-4. — Copy of a Personnel Diary.

Types of Diaries

There are four major types of personnel diaries: the standard, feeder, others, and student diaries. Where appropriate a report of changes and special situation reports are made in lieu of the personnel diary or in addition to it.

- Standard Diary.—A diary prepared by all activities, and all components of activities which have a separately established allotment (allowance), in accordance with the procedures outlined in MAPMISMAN. Parent activities are identified by a five-digit Bureau Unit Identification Code (BUIC) with a two-digit component code of 00. Components of activities are identified with the same five-digit BUIC as the parent activity but with a component code other than 00.

- Feeder Diary.—Any means of communications used by an activity, component, or detachment for transmitting personnel transaction information to an administering agent which has responsibility for preparation of their standard diary. Feeder diaries are used primarily by: (1) detachments operating in a locale other than that of their parent command, and (2) activities which do not have the administrative capability for preparing their own standard diary. The feeder diary format is specified by the administering agent, but, normally, is similar to that of the standard diary. Feeder diaries are not to be forwarded to BUPERS or a PAMI unless they are the administering agents.

- Others Diary.—A diary prepared by activities accounting for large numbers of other than permanent duty personnel such as temporarily assigned students, patients, prisoners, or transients. Requests to inaugurate an "others diary" are forwarded to the cognizant PAMI, and upon PAMI approval are prepared in addition to, but in the same manner as, the standard diary.

- Student Diary.—A diary prepared by activities having an authorized allowance for students. The student diary is prepared in the same manner as the standard diary but is used only for students. Only activities having an authorized allowance on the Manpower Authorization, OPNAV 1000/2, with a BUPERS Activity Code of 7000 XXXX XX report personnel actions on a student diary. Navy members on board for duty are not reported on the student diary.

- Report of Changes (BUPERS Report 1080-11).—Activities with data processing facilities may use ADP methods and equipment in lieu of the Personnel Diary, NAVPERS 1070/75-(4-69), to report personnel actions. This method of reporting personnel actions can be used in lieu of standard, others, or student diaries. Authorization to use ADP methods is requested from the PAMI by letter. Activities using this method must ensure that all gain, loss, and miscellaneous change actions required by MAPMISMAN are reported to the PAMI and that all such actions are shown on the Report of Changes (BUPERS Report 1080-11). Instructions for reporting personnel actions to the PAMI by ADP methods are given in NAVPERS 15642, Part II (ACTIVE).

- Special Situation Reporting.—A message report sent to the cognizant PAMI covering personnel received or transferred while at sea or personnel received or transferred just prior to leaving port when circumstances prevent recording these entries on the diary as required upon sailing. However, the message report does not eliminate the need for reporting these personnel actions in the next diary submitted in the normal manner. When unusual circumstances preclude PAMI notification by message, notification may be made to another activity requesting them to notify PAMI in the event of disaster. When ship's company personnel are returned on board at sea, having been previously reported as absent on sailing, a message is sent to the cognizant PAMI in order that their names may be deleted from the Absent on Sailing list.

Responsibility for Entries

Diary entries are used in maintaining current data in the MAPMIS by providing the most recent personnel actions taken on individuals. Accordingly, and because assignment to duty, selection for school, promotion, pay, and statistics are all influenced by this information, data forwarded by diary entry must be current and accurate.

Further, because of the importance to the individual of the information forwarded in an activity's diaries, it is essential that each officer understand the purpose of the diary and his responsibility for the accuracy of data he is required to furnish for entry in it. When assigned duty as personnel, executive, or commanding officer, his responsibility for personnel diaries increases. For these reasons it is necessary that officers become thoroughly familiar with NAVPERS 15642, Part I. This publication describes the types of information to be included in diaries and gives detailed procedures for diary preparation and submission. (The personnel diary reporting system is expected to undergo major changes by July 1972.)

OPTICAL CHARACTER READER INPUT SYSTEM

Optical Character Readers (OCR) recently installed at the Bureau of Naval Personnel (BUPERS) are converting typed information on service record pages to computer language. The resultant information updates the data in the Naval Manpower and Personnel Management Information System (MAPMIS) and supports the Joint Uniform Military Pay System (JUMPS).

The OCR machines, commonly known as optical scanners or page readers, are the main functional components of a large computer system installed at BUPERS. When the system becomes fully operational, many of the service record pages are to be processed by the page readers after being prepared on electric typewriters equipped with a specialized type font. The characters are stylized for machine reading but are not unpleasant to the human eyes. (See fig. 8-3 for an example of an OCR typed form.)

Through the OCR system, it is no longer necessary to keypunch the information contained on such forms as the NAVPERS 1070/602 (formerly NAVPERS 601-2), Record of Emergency Data. The form is typed, but instead of the information being transcribed to a diary entry, then later to a punched card, the form is forwarded directly to BUPERS. After "scanning" by the OCR, it is filed in the individual's service jacket.

Elimination of two tasks—diary entry and keypunching—for those pages designed for machine reading not only reduces Navy workload but greatly increases the speed of information input to the MAPMIS.

Benefits of OCR

Speed and accuracy are the payoff of the OCR system. Both BUPERS and the Navy will benefit if the OCR system comes anywhere near to expectations.

Many problems must be solved before the new system is fully operational. The hardware being used has been proven, in both government and industry. But the concept imposes a new requirement on the Fleet. The typing of documents to be read by OCR must be exceptional in quality, by present standards, because the scanners are limited in what they can read. No erasures, no smudges, and careful handling of the forms are all necessary.

These and other foreseeable problems, can be solved by training and re-training. (BUPERSINST 5210.6 provides guidance and an OCR Document Typing Manual for OCR training.) What worries the specialists are the problems they cannot foresee.

Unique Concept

Nothing like this OCR system has been attempted before on such a large scale. The Department of Agriculture has a system comparable in form preparation concept, but that department has fixed installations, not floating ones. Agriculture personnel (civilians) are relatively stable whereas Navy military personnel are always moving. New people are coming into the Navy, others are being discharged, and, always, there is the turnover by transferring.

Expertise is developed, then lost and must be redeveloped. The key is in the training, in the performance of Personnelmen and Yeomen typing the forms, and lastly, in the new system. It is the most advanced, the most sophisticated OCR system to be implemented. It emphasizes such unique qualities or "firsts" as the following:

- A single computer controls multiple-page scanners, all operating simultaneously.

- Service record pages and other Navy forms, regardless of type, are processed intermixed.

- Each form is completely edited as it is machine-read by an individual computer program written for that form. Only documents containing completely valid data are accepted. Even signatures are checked. If a form which must be signed is not signed, the form is declared invalid and rejected.

- Invalid forms are identified by a computer printout, referencing the serial number printed on the form by the page scanner. Each block on the form containing "uncorrectable" errors is listed, together with a message indicating the type of error. Error messages and the invalid form are returned to the originator for correction and re-submission;

- "Correctable" errors, those made by the page scanners, are corrected on Cathode Ray Tube devices (CRT)—a television-like screen equipped with a typewriter keyboard. This key correction by human operators does not stop or slow the multiple page scanners or any other equipment of the system.

The feedback of error messages to the originating unit is unique. This is true automation; having a computer tell the person who prepared the form what is wrong with it. The computer is doing the error research, not humans, as we had in the old system.

The OCR is currently processing 15 forms, the majority of which are filed in the service record. Other applications are planned already.

The equipment, manufactured by a private industrial firm, has hardware components and computer software in which as many as eight programs operate simultaneously, without slowing or stopping the scanners, CRT devices, tape units, or line printer. Programs constantly change automatically as different forms are read.

Over a year in the making, this multiple OCR programming effort was developed under a joint contract with the Bureau of Naval Personnel and the Navy Finance Center in Cleveland, Ohio. Both organizations coordinated in developing this input system to the Navy's JUMPS. Under the JUMPS concept, personnel data will input to the MAPMIS system at BUPERS and the JUMPS system at the Navy Finance Center, which has an identical OCR system.

OCR Input

The input to the OCR system utilizes the concept of source data automation to capture data from the basic authoritative documents prepared at the Bureau of Naval Personnel and naval activities. The documents currently providing input to the MAPMIS Subsystems previously described are shown in table 7-1.

OCR System Output

The output of the OCR system provides input to the MAPMIS Subsystems previously described in this chapter. Randomly intermixed OCR documents are read utilizing a computer with multiple Optical Character Readers and on-line correction devices to produce magnetic tape output on a daily basis, for each of the MAPMIS subsystems supported.

Status of OCR Implementation

The source data automation system is currently (FY 71) in transition from developmental to operational status. The system automates data from various authoritative documents, performing edit, validation, audit, and coding functions, as well as simultaneous multi-input device operation and random processing. The objectives of this system are to achieve maximum input capability by source data automation for MAPMIS and JUMPS and to increase accuracy and timeliness of input update information. The status of development of the system (in March 1971) is as follows:

- In various phases of implementation are fifteen OCR applications, fourteen of which were originally selected, based on MAPMIS/JUMPS requirements.
- Under development are two new OCR applications based on new requirements.
- Undergoing feasibility study are approximately twelve potential OCR applications for future incorporation into the system.
- Various minor systems improvements are in progress to upgrade the system to meet current requirements or to overcome deficiencies discovered under operational conditions.

MAPMIS/JUMPS INTERFACE SYSTEM

The MAPMIS/JUMPS Interface System is still under development. The present phase is a source of input to the automated Military Pay System at the Navy Finance Center, Cleveland. Utilizing extracts and transactions from the Officer and Enlisted Subsystems, MAPMIS provides and supports selected identification and entitlement information for JUMPS purposes.

The basic objectives and requirements for JUMPS are set forth in DOD Instruction 7330.4, 7 November 1966, Requirements for Development, Test, Evaluation, and Installation of the Joint Uniform Military Pay System (JUMPS).

The Interface System integrates data for MAPMIS and JUMPS into a single inventory, with MAPMIS as the personnel data base and the Master Military Pay Accounts of JUMPS as the pay data base. Common transactions to the two systems are to be reported only once, automated, and provided to both systems through a data exchange. JUMPS implementation is in several phases with full JUMPS implementation planned during FY 74.

The basic concept behind this system is to forward those transactions affecting identification or entitlement to NAVFINCEN for pay adjustment as appropriate. MAPMIS controls the gains to the inventory of new members, the changing of

Table 7-1.—OCR Input Documents

Officers Appointment Acceptance and Oath of Office	NAVPERS 1000/20
Statement of Service	NAVPERS 1070/26
Immediate Reenlistment Contract	NAVPERS 1070/601 (formerly NAVPERS 601-1)
Record of Emergency Data	NAVPERS 1070/602 (formerly NAVPERS 601-2)
Record of Unauthorized Absence	NAVPERS 1070/606 (formerly NAVPERS 601-6)
Court Memorandum	NAVPERS 1070/607 (formerly NAVPERS 601-7)
Record of Personnel Actions	NAVPERS 1070/610 (formerly NAVPERS 601-10)
Agreement to Extend Enlistment	NAVPERS 1070/621 (formerly NAVPERS 601-1A)
Assignment to and Extension of Active Duty	NAVPERS 1070-622 (formerly NAVPERS 601-1B)
Availability Notice	NAVPERS 1306/46
Officer Order Memorandum	NAVPERS 1321/2
Notification of Change in Service Member's Official Records	NAVPERS 1343 (DD 1343)
Master, Senior, Chief Petty Officer Evaluation	NAVPERS 1616/8
Fleet Reserve Transfer Authorizations	NAVPERS 1830/2
Officer Data Input	NAVPERS 5000/22

certain entitlements, and the loss to the inventory of members. Transactions are forwarded to the NAVFINCEN with the same frequency that MAPMIS files are updated and only after successfully passing the MAPMIS edits.

Monthly extracts from the Officer and Enlisted Master Files serve to verify the synchronization of the MAPMIS and JUMPS Systems. Data from the Requirements Subsystem Activity Master File is also provided to NAVFINCEN.

MAPMIS/JUMPS Interface Input and Output

The input to MAPMIS from NAVFINCEN is accounting summary information required to effectively manage the Military Personnel Navy

(MF) appropriation, and transactions of significance to MAPMIS that are automated at NAVFINCEN.

The output is monthly extracts of Officer and Enlisted Master Files forwarded to NAVFINCEN for inventory verification, and transactions produced as a result of Master File updates. Transactions provided are those that affect the selected identification and entitlement data elements common to both MAPMIS and JUMPS.

MAPMIS DOCUMENTATION

BUPERS is at the forefront in the development and implementation of standard military personnel data elements and codes, having been designated as the Assigned Responsible Agency (ARA) for developing recommended standard military personnel data elements and related features for application by all armed services. The *Naval Manpower Information System Data Elements Dictionary*, issued 22 March 1967, and reissued 7 May 1970, contains the standard data elements and codes used in MAPMIS.

Implementation dates for incorporation of pertinent standard data elements and codes approved by the Department of Defense and/or the Department of the Navy as published in SECNAVINST 5200.20A, issued 3 November 1969, are being met. The present time-phased schedule calls for conversion of the active and inactive personnel ADP files and service record jackets to use of the Social Security Number (SSN) as a military personnel identifier during the period of 1 July 1971 to 1 Jan 1972.

MAPMIS MANUAL REPORTS

At present approximately 60 reports (monthly, quarterly, semiannual, and annual reports concerning inactive and active strength, numbers of dependents, OCS strength, and administrative discharge statistics) are prepared manually at BUPERS from data in MAPMIS mechanized reports.

BUPERS also publishes *Navy and Marine Corps Military Personnel Statistics, NAVPERS 15658*, and the *Annual Report, Navy and Marine Corps Military Personnel Statistics, NAVPERS 15658A* from data in MAPMIS mechanized reports.

CNO COMMAND/MANAGEMENT INFORMATION SYSTEM

One of the greatest challenges to management today is that of harnessing the capabilities of the computer for its use as a management tool. All types of warnings and dire predictions have been published on the pitfalls associated with the development of an "integrated" or "total" information system. These negatives range from "It can't be done" to "It will never work." The benefits which can be realized potentially, however, in terms of management improvement point toward meeting this challenge with a positive approach. The Chief of Naval Operations (CNO) has taken such a positive approach with the establishment of the concept of a Chief of Naval Operations Command/Management Information System (CNOCOM/MIS).

The responsibilities of the CNO have expanded since 1966 beyond the operating forces to include a major management role in the Navy. This has resulted in a greatly enlarged information requirement for CNO to accomplish his mission. The individual information systems which came into being in response to separate and unrelated requirements, although satisfactory in themselves for immediate needs, are totally inadequate and inefficient for the enlarged requirements of CNO. The CNOCOM/MIS is being designed to satisfy the information requirements of the CNO, the Office of the Chief of Naval Operations (OPNAV) staff, and requirements placed upon the CNO by the World-Wide Military Command and Control System (WWMCCS) and the Department of the Navy Management Information and Control System (DONMICS).

The CNOCOM/MIS is comparable to the headquarters computer system of a large private corporation which has many plants throughout the world to control. It is a single system integrating numerous existing and individually designed applications in both management and the command-and-control areas. In essence, CNOCOM/MIS is designed to provide the capability for OPNAV to be responsive to both Presidential and Secretary of Defense (SECDEF) directives in fully utilizing the capabilities of the computer. It is planned to link with the many command information systems of subordinates and draw upon these systems for summarized and evaluated information to fulfill the CNO needs.

This single system is integrated, therefore, in the sense that it is being designed as a "total package" but with recognition of the relationship among its component parts. Seen as the two most significant advantages of such integration are the reduction in the high cost of input preparation, by sharing data among systems, and the improvement in data accuracy and system reliability by the operation of all systems on common data. The alternative to this approach is unique systems with separate data bases, redundant data files, and the inability of top management to obtain integrated information for decision purposes. In addition to poor utilization of the computer, this alternative forces a commander to attempt to integrate large quantities of information within his own mind in order to arrive at evaluated decisions. Under present methods, utilizing traditional approaches in the acquisition and processing of data, the flow of information could not satisfy the growing needs of CNO.

SYSTEM DESIGN

How do you go about designing such a total command/management information system. Three ingredients are essential—management involvement in the system; an organization devoted to development of the system; and a sound plan of action for the system.

The CNOCOM/MIS was launched by the CNO with the establishment of the Information Systems Division of the Program Planning Office in the Office of the Chief of Naval Operations; the promulgation of an OPNAV instruction setting forth the definition, basic responsibilities, and components of CNOCOM/MIS; and the issuance of a long-range plan to achieve the goal of an integrated system.

The concept calls for the design of CNOCOM/MIS as a total information system structure with implementation on an incremental basis in manageable segments. This means a design which will provide for the maximum use of existing systems while developing concurrently modules of CNOCOM/MIS on an evolutionary basis to improve the quality and responsiveness of information flow to management (designed for integration even though it will be implemented in modules). These modules will be functionally, or process, oriented as opposed to organizationally designed. A module may cut horizontally across the full spectrum of the OPNAV organization—influencing several functional areas and, at the same time, satisfying the expressed information needs of each organizational unit affected. All modules must be designed so that they can be combined to form a single coherent system. In order to provide for efficient use of computer storage and to preclude duplicate reporting requirements being levied on subordinates, maximum utilization of single-data input will be achieved through the use of a common-data base to feed the CNOCOM/MIS modules. This concept calls for a highly flexible and efficient Data Management System to organize and maintain files and to answer general queries of management.

SYSTEM STRUCTURE

A thorough survey of requirements was conducted in OPNAV. This survey—commencing in November 1968 and completing in July 1969—consisted of interviews, organizational-and-decision-center analyses, flow path studies, and functional relationships. The documentation from this survey is now serving as a basis for the system definition phase of the design plan. In 1970 the major modules of CNOCOM/MIS were identified, relationships defined, and the overall structure solidified. Detailed feasibility studies, computer systems analysis, and programming is being conducted on a modular basis over the next three to five years. This approach is expected to permit the selection of applications of a priority nature within a module to be pursued immediately to meet urgent requirements. The design effort is being conducted on a team basis—with participation by the CNO Information Systems Branch, OPNAV staff elements, and the Naval Command Systems Support Activity (NAVCOSSACT).

Concurrently with the development of the collection of programs and routines associated with computers known as "software," a team effort has been underway to determine the operational mode of CNOCOM/MIS and the associated requirements for the physical equipment such as mechanical, magnetic, electrical or electronic devices known as "hardware." An integrated "hardware" network is as important to the system as the integration of "software." This task was accomplished as an "in-house" study assisted by a private contractor. As envisioned, CNOCOM/MIS will be operated on third-generation electronic equipment to be located initially at the NAVCOSSACT with remote assess by the Navy Information Center (NAVIC) in the Pentagon. NAVIC supports the Automatic Data Processing (ADP) requirements of the Secretary of the Navy (SECNAV) in addition to those of the CNO.

SYSTEMS OPERATIONS

Emphasis is to be on the external acquisition of data via communications linked to subordinate commands; mass storage on disc, tape, and microfilm; and dissemination through remote devices located in user working spaces or information centers. It is contemplated that a "Service Group" also will be established adjacent to NAVIC to assist users in obtaining information desired in those cases where direct access cannot satisfy the requirement. This service is to take the form of program modification, use of a data directory to locate information available externally, and assistance in the framing of queries.

Ideally, the CNOCOM/MIS should work in such a way that, as soon as a higher level information requirement is placed upon CNO, the user can determine his capability to satisfy the requirement through the NAVIC Service Group and, if the required data is not resident, the necessary arrangements can be made to obtain promptly the information externally, maintain essential files, and modify associated computer programs. Under this operational mode a decrease will take place in the present numerous manual reports and a shift of emphasis to automated data flow in larger reporting packages should take place.

It is not intended to bring all usable data up to the CNOCOM/MIS data base level but, rather, to rely on visibility through a Data Directory to locate and retrieve the data when desired. Obviously, one of the major problems to be faced is the maintenance of a dynamic and valid data base which has the confidence of the user. CNOCOM/MIS operations will call for a series of data sponsors who will have the responsibility for maintaining the technical validity of the base. Another significant problem is that of security, protection of files, and limited-access procedures. In addition to equipment and communications safeguards, a complex software package must be "built-in" to the system to achieve these protective features.

SYSTEMS BENEFITS

The overall benefit to be attained from such a total system is the maximum qualitative increase in decision making and control through the presentation to management of integrated information. In general, CNOCOM/MIS will help top Navy management in achieving the following goals:

- Setting objectives;
- Shaping and evaluating alternative strategies;
- Making decisions; and
- Measuring results.

Specifically, the full potential of the electronic computer is expected to be realized under CNOCOM/MIS in the following areas by providing the:

- Capability to compare status and trends against objectives and goals;
- Ability to evaluate the effectiveness of actions and policies and to make comprehensive correlations between input and output;
- Improved response to high-level requests for program information and the monitoring of major program costs;
- More effective review of the utilization of resources and the determination of a more efficient course of action with a given amount of resources;
- Examination of the quantitative force structure needed to man, operate, and maintain weapons systems;
- Presentation of relevant categories making up proposed future outlays, display possibilities of resource trade-offs, and present choices among competing systems and alternative force levels;
- Identification of the effects on combat capability of policy decisions on assignment of people, training priorities, and the need for increased equipment reliability;
- Capability to forecast expenditures, test alternative positions for cost and other resource implications, and the impact of these alternative positions on other programs;
- Providing a means for rapid control, researching, and recall of correspondence and reference material, and full-text retrieval;
- Capability of more accurate and adequate means for maintaining and reporting current and projected ship and fleet organization information;
- Improved capability of projecting required fleet logistic support in response to operational and strategic plans;
- More comprehensive data bank and associated automatic data processing processes for OPNAV controlled reports;
- Capability for developing, maintaining, modifying, and operating war-gaming models suitable for examination of Naval operations; and the

- Improved Status of Forces and Readiness Information.

By combining, therefore, operational information, logistics data, meaningful readiness information, strategic and tactical plans, and intelligence, well-supported alternatives can be offered to the SECNAV, the Joint Chiefs of Staff, and to the President for the employment and support of naval forces.

The plan for achieving CNOCOM/MIS objectives is revolutionary in concept. A minimum of 3 to 5 years is required for a management information system of this size to even begin to realize benefits of any magnitude, but the benefits that can be gained are enormous.

SUMMARY

The continuing development of computer systems and their components has made a tremendous impact on all aspects of personnel management. Of even greater importance, however, is the present or foreseeable capability to utilize computer systems in the actual command/management process through the various interfacing Management Information Systems now being implemented.

The Manpower and Personnel Management Information System (MAPMIS) affects every officer and enlisted man in the Navy. Its purpose is to provide: (1) accessibility of information required for decisions, (2) more personal attention to every officer and enlisted man, (3) better use of individual abilities, skills, and training, (4) increased responsiveness to rapidly changing needs of national defense, and (5) improved manpower readiness, economy, and efficiency.

As indicated in this chapter, the CNO/Command/Management Information System possesses tremendous potential for improving management in the Navy. Full development of this potential will not be automatic, however. Continued research and planning are needed to provide the maximum projected utilization of the computer in Management Information Systems.

Improvement of the organization, facilities, and methods in the Management Information Systems will therefore continue. This will include modernization of equipment as new and better machines become available and installation becomes feasible. It will also include improving procedures and controls for the management of the system itself.

Considerable capacity presently exists for mechanizing input data at the source through the use of Optical Character Readers (OCR) with the objective of reducing the workload of those supplying data to the MAPMIS. In the output area, systematic review and analysis of all information and reports produced will continue, in an effort to improve control and quality.

Because procurement, training, distribution, and promotion plans are only as good as the manpower information on which they are based, there will be continuing effort to improve the quality of data including further integration of military and civilian manning documents (such as the CIV-M-MARP).

CHAPTER 8

PERSONNEL RECORDS

Records of individual personnel — records that are detailed, accurate, and up to date — are necessary for several reasons. Command, at every level, must have the facts they contain as a basis for decisions. The careers of individual Navy men and women and their personal lives and those of their dependents are constantly affected by the kind of records maintained about them. Even after separation, the status of the individual as a veteran or a retiree, depends upon the record of his naval service.

As the Navy has increased in size and complexity, personnel records have become more necessary and more complex as well as more numerous. Chapter 7 discusses how the problems created by the volume and complexity of these records have been met, first by the use of punched cards, then by committing them to magnetic tape, and more recently by using automated master files.

Although the present automated system facilitates updating, transmitting, and storing information, it does not eliminate the need for paper records; nor will the Joint Uniform Military Pay System (JUMPS). They are of continuing importance as sources of information to be transcribed to automated records and for many types of direct use.

The present chapter is concerned with these paper records, both those maintained by the activity to which the individual is attached and those on file in BUPERS and other centralized locations.

Implementation of the Joint Uniform Military Pay System (JUMPS) presently under development is expected to result in changes in both officer and enlisted service records. A test program on the JUMPS Leave Accounting System (JLAS) began in the San Diego area on 1 July 1970. Implementation of JLAS throughout the Navy is anticipated following completion of the test with full implementation planned during FY 74.

New enlisted service record pages 1, 1A, 1B, 2, 6, 7 and 10 have been designed with optical scanning capabilities to facilitate source data automation under JUMPS. Much of the information concerning officer and enlisted records given in this chapter will become obsolete upon implementation of "Full JUMPS." Changes are to be promulgated by the Navy Directives System and BUPERSMAN.

OFFICER RECORDS

Several separate and distinct files of information pertaining to individual officers are maintained in Washington. Each is located where it is available to those who must make official use of it. Most of them are in the Bureau of Naval Personnel. The Officer Records Branch of the Officer Services and Records Division of the Bureau maintains the official "Officer Record" and the Miscellaneous Correspondence and Orders File.

When an officer visits Washington it is well worth his time to avail himself of the opportunity to go to BUPERS and examine his official record. This permits him to ensure that his file is complete and up to date, to evaluate himself on the basis of the information collected there, and also to make sure that no extraneous material, such as reports or correspondence on other officers, has been placed in his file.

OFFICER RECORD

The officer record is a permanent file. Once material has been rightfully placed in an officer's file, it may not be removed except by special authorization of the Secretary of the Navy. Navy Regulations require that adverse matter not be placed in an officer's record without his knowledge. If anything adverse is written about him, he is given an opportunity to make a written reply if he desires to do so. Any statement of this kind that he submits must be included in the record.

The file which carries the general title of Officer Record consists of a fitness report jacket and a selection board jacket and includes material that is either historical or factual and has a service relationship to the officer. This file includes but is not limited to the following documents:

- Fitness Report Jacket
    1. Reports of fitness.
    2. Letters attached to and officially submitted as a part of fitness reports.
    3. Photographs.
    4. Statements regarding unsatisfactory fitness reports and acknowledgement of adverse matter therein.

- Selection Board Jacket
    1. Certificates: Birth, citizenship, education and training, Commissions, appointments, acceptances, waivers, oaths of office, classification changes, Statement of Personal History (DD Form 398), certificates of security clearance, and documents certifying completion of security investigative requirements.
    2. Copies of citations, awards, and letters of commendation or censure.
    3. Record of Emergency Data, NAVPERS 1070/602 (formerly NAVPERS 601-2).
    4. Reports of physical examination, medical surveys, personal biographies, transcripts of service, applications for commission, notices of separation, requests for change of duty, tenders of resignation, retirement requests, and other voluntary applications for separation from active duty.
    5. Written communications from the officer concerned inviting the attention of the selection board to matters of record.
    6. Statements of the officer in reply to adverse matter in his selection board jacket.
    7. Extracts from the findings and recommendations of courts and boards concerning the officer. These include statements of disciplinary action and promulgating letters of general courts-martial. (Complete records of proceedings of courts-martial, inquiries, investigations, et cetera are filed in the Office of the Judge Advocate General.)

CORRESPONDENCE AND ORDERS FILE

An officer's miscellaneous correspondence and orders file contains all correspondence of a general administrative nature pertaining to the officer, such as copies of orders, officer order memoranda, beneficiary slips, home addresses, and material not needed in his official record for evaluation of performance. This file also includes the enlisted record of the officer of the Regular Navy or Naval Reserve who was given a permanent initial appointment or warrant after 1 January 1948.

CONFIDENTIAL FILE

If confidential correspondence concerning an officer exists, it is maintained in a separate file in the custody of the Head, Officer Records Branch. Access to this file is given only by authority of the Chief of Naval Personnel for each specific case.

OFFICER QUALIFICATION RECORDS

Qualification data for Regular Navy officers and Reserve officers on active duty are maintained in the Bureau of Naval Personnel in automated master files. Qualification data for Reserve officers on inactive duty and retired officers are maintained in the automated Inactive Duty Officer Master File at PAMICONUS.

Source documents for officer qualifications data include the following paper records:

1. The Officer Qualifications Questionnaire (NAVPERS 309) which is executed by the individual officer at the time he is first commissioned and which sets forth a personal history of education, travel, language ability, and employment.

2. The Annual Qualifications Questionnaire Inactive Duty Reserve Officers (NAVPERS 1210/2).

3. The Officer Data Card (NAVPERS 1301/6).

4. Entries on the Personnel Diary, NAVPERS 1070/75.

5. Graduation reports from training activities.

6. Special letter reports.

OFFICER SERVICE RECORD

At the unit command level, the records kept on each officer make up the Officer Service Record. The service records of officers on inactive duty (non-participating) are maintained by the Commanding Officer, Naval Reserve Manpower Center. For those officers who are participating in a Reserve program, except those officers under the cognizance of the Chief of Naval Air Reserve Training (CNARTRA), the service record is maintained by the naval district commandant. The service records of officers on inactive duty participating in a Naval Reserve Program under CNARTRA are maintained by the commanding officer of the naval air station or naval air reserve training unit having responsibility for the program.

The Officer Service Record, is maintained in a brown manilla folder, NAVPERS 1070/66 (1/69), formerly NAVPERS 3021. The officer's name, file number, social security number, and component are visible on the outside of the folder.

The Officer Service Record provides a ready file of documents with information necessary to assign and administer officers at the activity level. Instructions for keeping and handling the Officer Service Record for active officers are given in the Bureau of Naval Personnel Manual, article 5030160. Instructions for the administration of the Officer Service Record for officers of the Naval Reserve on inactive duty, retired officers of the Navy and Naval Reserve on inactive duty, including officers on the temporary physical disability retired list, and officers of the Naval Fleet Reserve on inactive duty are contained in BUPERSMAN 5030180.

The right side of the record is reserved for documents affecting the utilization and assignment of the officer. On the left side are the documents which provide assistance in the administration of the officer and his affairs, primarily those documents which relate to his present tour of active duty and official correspondence relative to the officer's service history at his present duty station. The following documents, although not all inclusive, are filed in the record on the side indicated and in sequence from the top down.

Right Side

1. A copy of the Officer Qualifications Questionnaire (NAVPERS 309).
2. A copy of the latest Officer Biography Sheet (NAVPERS 979).
3. Original of Training School Record (NAVPERS 318) (applicable only for officers commissioned prior to March 1965 and required to be filed only when available from field records).
4. Copy of Annual Qualifications Questionnaire Inactive Duty Reserve Officers (NAVPERS 1210/2).
5. A copy of the latest Officer History Card (NAVPERS 1070/68) and Officer Preference and Personal Information Card (NAVPERS 1301/1).
6. A copy of the latest Officer Data Card (NAVPERS 1301/6).
7. Statement of Personal History (DD Form 398).
8. Letters of designation or revocation of special qualifications, such as submarine qualification designations, revocation, et cetera.

Left Side

1. The Officer's Leave Record (NAVPERS 601-8) and Original Leave Request and Authorizations (NAVPERS 2644).
2. A copy of the Acceptance and Oath of Office for the Officer's present grade.
3. Original of the Establishment of Pay Entry Base Date (NAVPERS 7220/2).
4. A signed copy of the latest Record of Emergency Data (NAVPERS 1070/602) (formerly NAVPERS 601-2).
5. Documents pertaining to completion of security investigations and issuance of security clearances.
6. Copies of official correspondence originated at present command and endorsements or copies of replies thereto.
7. Orders, or copies thereof, with all endorsements relating to the officer's tour at his present command.
8. Copies of correspondence course completion letters.
9. Signed copy of Code of Conduct letter.
10. Application for Armed Forces ID Card, NAVPERS 5512/1.
11. Application for Uniformed Services Identification and Privilege Card, DD Form 1172.
12. Geneva Conventions ID Card, DD Form 528.
13. Request for and Certificate of Eligibility, DD Form 802.
14. Certificate of Termination, DD Form 803.
15. Insurance applications, waiver actions, beneficiary changes, etc.

16. Copy of Election of Options under the Retired Servicemen's Family Protection Plan, NAVPERS 591.

17. Latest photograph.

18. Verification of Officer Service Record (NAVPERS 3076).

19. Officer's Report of Home of Record and Place From Which Ordered to a Tour of Active Duty (NAVPERS 262).

20. Armed Forces of the United States Report of Transfer or Discharge (DD Form 214N).

21. Official correspondence relative to assignment, cancellation, or termination of a Reserve category and duty in the Naval Reserve Program.

22. Orders, or copies thereof, with endorsements relative to assignment, cancellation, or termination in the Naval Reserve Program.

The Officer Service Record is usually maintained by the personnel office of the activity to which the officer is attached. It is the responsibility of the officer himself and the commanding officer of the activity to ensure that the record is complete and contains all data pertaining to the current tour of duty. Upon change of permanent duty station, the Officer Service Record is brought up to date, and is normally given to the officer concerned for delivery to his new duty station.

Verification of Officer Service Records

A review of officer service records is made by all activities annually during September and upon reporting and transfer of the member and prior to the final disposition of a record for any reason. The annual review normally is held in conjunction with the annual review of enlisted records, discussed later in this chapter. The review is to ensure that the record contains all the required documents; that documents required by the Chief of Naval Personnel or other activities are not erroneously filed locally; and that misfiled documents for the records of other persons are discovered and properly filed and recorded. The recommended procedure is one in which a checkoff list is reproduced and maintained locally to facilitate the annual record review as well as day to day record maintenance. Notation is made on the Verification of Officer's Service Record, NAVPERS 3076, which must be signed by the verifying officer, showing the date and place of verification.

Any significant discrepancies which affect the accuracy of entries or completeness of the service record are reported by letter to the Chief of Naval Personnel (via the command at which the error occurred for recommended corrective action or substantiating documents).

FUNCTION AND FORMAT OF OFFICER DOCUMENTS

If officers are to be sure that their own records, and the records of other officers for which they may have responsibility, are correctly and accurately prepared, they must be acquainted with the format and function of each document. A number of the more important documents are discussed below.

Fitness Reports

Since an officer's fitness reports materially influence his promotion, selection, and assignment, their importance cannot be overstressed. The form used for all active duty officers, except flag officers, NAVPERS 1611/1, and the endorsement form, NAVPERS 1611/5, are shown in chapter 11 (fig. 11-1 and 11-2) where fitness reports are discussed in more detail. The form used for flag officers on active duty is NAVPERS 1611/2.

Officer Data Card

The primary use of the Officer Data Card (ODC) (NAVPERS 1301/6) is as a source of information on each officer on the automated master files. These files are brought up to date on the basis of periodically revised cards. When an officer is considered for distribution/assignment, current ODC information is printed out to assist the cognizant placement desk and command in making distribution/assignment decisions.

Because of its importance to his naval career, the individual officer should take full advantage of the opportunities provided for reviewing and changing his ODC as necessary to ensure that the record maintained on him is current, accurate, and complete.

Officer History Card

The Officer History Card (NAVPERS 1070/68) provides detail officers in BUPERS with a record of service and qualifications during the period prior to the incorporation of the data from the

Officer Data Card in the automated master files. The Officer History Card is submitted only when requested by BUPERS in individual announcements or in announcements of selection of applicants for commission under programs in which enlisted experience is a basis of commission and subsequent utilization.

Officer Preference and Personal Information Card

The Officer Preference and Personal Information Card (NAVPERS 1301/1) provides detail officers with timely information concerning the duty preferences of individual officers and changes in their marital and dependency status and current residence. NAVPERS 1301/1 is submitted annually on 1 March and when significant changes occur.

Efficient officer distribution depends to a large extent on the accuracy and timeliness of officer personnel data, both qualitative and quantitative, and a detailed knowledge of the capabilities and personal history of each individual. Thus it is important for all officers to ensure that the information contained on these cards is as accurate as possible.

Officer Qualifications Questionnaire

The Officer Qualifications Questionnaire, NAVPERS 309 is a basic source document for officer qualification data in the automated master files. A copy is also filed in the Officer Service Record carried by the officer. Each officer, upon commissioning, completes this questionnaire in duplicate. It provides a complete record of his experience and qualifications at the time of submission, including such matters as education, civilian occupational experience, special accomplishments, his own opinion of types of duties for which he is best qualified, special naval schools attended or courses completed, and previous naval duty assignments. This is the primary document from which information concerning an officer's skills and experience is obtained and recorded in the automated master files.

The basic information furnished on the Officer Qualifications Questionnaire is kept current by data on the officer's fitness report, the Officer Data Card, NAVPERS 1301/6, and by individual reporting of education and language ability in accordance with BUPERSINST 1520.83. Inactive officers report education and language information on the Annual Qualifications Questionnaire—Inactive Duty Reserve Officers, NAVPERS 1210/2, and submit transcripts to the Chief of Naval Personnel.

PHOTOGRAPHS AND BIOGRAPHIES

Files of photographs and biographies of certain officers are maintained by the Navy Department both for purposes of historical record and to furnish publicity material for news releases. All officers of the Navy and the Naval Reserve, regardless of status, are required to submit new photographs to the Chief of Naval Personnel, as follows:

1. Upon original appointment to commissioned or warrant grade.
2. Upon acceptance of each appointment to a next higher grade (except LTJG).
3. At least every ten years.
4. Upon transfer to a permanent retired list.

The required photograph is a portrait pose, in dress uniform, approximately 4 x 5 inches in size. Group pictures and pictures of the officer in civilian clothes are not acceptable.

Naval activities having an established photographic laboratory are authorized to produce photographs for this purpose, or commercial photographers may be used at the officer's expense. The negative and one glossy print (with the date taken, full name, grade, file number, and designator of the officer plainly printed on the back) should be sent to the Commanding Officer, Naval Photographic Center, Naval Station, Washington, D.C. 20390. One print should be attached to an Officer Photograph Submission Sheet, NAVPERS 1070/10 and submitted to the Chief of Naval Personnel. One print and a NAVPERS 1070/10 should be filed in the Officer Service Record.

Biographies, completed on the Officer Biography Sheet, Form NAVPERS 979, are required from all officers of the Regular Navy and Naval Reserve on active duty. Biographies of these officers are required periodically as follows:

1. Upon being commissioned.

2. Upon acceptance of each appointment to the next higher grade.

3. Upon being ordered to command.

4. Upon transfer to permanent retired list.

5. Whenever other significant changes occur (such as assumption of new command or important duties).

The Officer Biography Sheet is prepared in triplicate. The signed original is sent to the Chief of Naval Personnel. The signed duplicate is sent to the Chief of Information, Navy Department. The third signed copy is filed in the Officer Service Record.

OFFICERS' ADDRESSES

Officers on active duty in the Navy or Naval Reserve have two addresses recorded with the Navy Department—the mailing address and the home of record. These addresses are recorded in order to communicate with the officer when necessary and to determine his entitlement to travel and transportation allowances.

The mailing address of an officer serving on extended active duty is normally the address of the duty station to which he is assigned.

The officer's home of record is established at an officer's commissioning or when a member of the naval service attains officer status for immediate extended active duty or inactive duty. Also when an officer on inactive duty is called to active duty, his home address must be reaffirmed or reestablished and the place from which ordered to active duty must be established. The Officer's Report of Home of Record and Place From Which Ordered to a Tour of Active Duty, NAVPERS 262, is the form used for recording this information.

Officers of the Naval Reserve on inactive duty and retired officers, Regular and Reserve, have only a mailing address on record. These officers are required to notify the custodian of their officer service record of changes in their mailing addresses.

ENLISTED RECORDS

The enlisted service record is the official history of an enlisted person's career in the Navy. It is the property of the Government and not of the individual. The service record must be safeguarded against loss and against access by unauthorized persons; no information may be divulged from it except to persons properly and directly concerned. The inviolability of the enlisted service record and the information contained therein has long been recognized by the Navy because of the personal nature of such records.

A service record begins the day a person first enlists in the Navy. He is given a number called a service number. (The once familiar 7-digit number has been replaced by a service number composed of seven characters, a letter followed by six digits, arranged in the distinctive Navy format of 3-2-2 (e.g., B10 00 00). The first numbers assigned were in the B10 00 00 - B99 99 99 series. Personnel having 7-digit service numbers retained them.)

The service number is recorded with a break between the third and fourth digits, and between the fifth and sixth digits. (If machine transcription is used, there are no breaks.) Dashes are not used in the breaks. For women personnel, a "W" is recorded after the service number, without a space. (A Navy-wide plan for utilizing the Social Security Number (SSN) as a personnel identifier and for discontinuing the issuance of military service numbers as personnel identifiers has been developed. The present time-phased schedule calls for conversion to the use of the Social Security Number to be completed by January 1972. See BUPERSINST 1070.20.)

Under the present system, the Chief of Naval Personnel assigns a block of service numbers to recruiting activities. The service number that is assigned to the enlisted person is retained throughout his entire enlisted naval service, regardless of whether such service is continuous or broken, Regular or Reserve. This number is new—it has never been used and will never again be used as a service number for anyone else. It is placed on the enlisted record and on all service record pages. No reports or correspondence regarding the enlisted person are complete without the full name, rate, and service number of the individual concerned.

PAGES OF THE SERVICE RECORD

BUPERSMAN 5030200-5040200 gives detailed instructions for preparation and maintenance of the enlisted service record. The form pages of the record are described in the following paragraphs, and samples, properly filled out, are shown as figures 8-1A through 8-13 later in this chapter, and other chapters as indicated.

Page 1, Enlistment Contract, DD Form 4, is the basic document establishing a legal relationship between the Government and an enlisted member. It provides a brief personal history of the enlistee, results of physical examination conducted upon enlistment, and the contract, including the Oath of Allegiance, sworn to before the enlisting officer with the signatures of the enlistee and the enlisting officer. It is provided in a four-part carbon snap-out form. (See fig. 8-1A and 8-1B.)

The original constitutes the legal contract. The first carbon copy provides the basic record data for the Manpower and Personnel Management Information System (MAPMIS); the second is filed in the field service record as Page 1. The third carbon is given to the member as a copy for his personal file. Upon initial enlistment or reenlistment not effected on board immediately, all data is required so that is may be entered in the MAPMIS. For immediate reenlistment or enlistment on board for a special program, many items need not be completed because the data is already recorded in the MAPMIS and is not needed in the field service record.

The Enlistment Contract Worksheet, DD Form 4 WS, may be used to ensure that the data required in each block is correct before the Enlisted Contract is typed. Care must be taken that all applicable items in DD Form 4 are properly completed without erasures or interlineations.

The original Enlistment Contract is forwarded to the Chief of Naval Personnel; for immediate enlistments or reenlistments on active duty, the first carbon is attached to the original and both are forwarded. For immediate reenlistments on inactive duty, the first carbon is forwarded to PAMICONUS with the RUPPERT.

Page 1A—Agreement to Extend Enlistment, NAVPERS 601-1A/NAVCOMPT 513 (to be replaced by NAVPERS 1070/621), is another legal contract between the Government and an enlisted member voluntarily executed providing for continuation of service in current enlistment for a specified period. It is a joint NAVPERS/NAVCOMPT Form and provides for record of disbursements made incident to the extension of enlistment. It is used, as the title indicates, when a member extends his enlistment (see fig. 8-2). This page consists of a five-part set. Although only partially completed, one of these copies (part 5) is forwarded immediately to BUPERS when the agreement is executed.

Parts 1 through 4 are filed in the service record. As near the date of expiration of current enlistment as practicable, parts 1 through 4 are forwarded to the medical officer conducting the member's physical examination. If the member is physically qualified, the medical officer completes the applicable portion of Page 1A and returns the copies to the commanding officer. Entries are made concerning the date the enlistment was completed, the length of the extension, reenlistment bonus, mileage allowance and leave. When the extension of enlistment becomes operative, the unexecuted portion of the page is completed, and the page is then forwarded to the disbursing officer handling the individual's accounts for payment of reenlistment bonus, leave payment, mustering out payment, and mileage allowance, if applicable. After the entries have been made by the disbursing officer, he retains parts 2 and 4. Part 1 of the agreement is forwarded to BUPERS and part 3 is placed in the individual's service record.

Page 2—Record of Emergency Data is designed to provide an immediately accessible and up-to-date record of emergency data on each Navy member for casualty reporting and notification of next of kin, and is an official document as required by laws pertaining to the following:

a. Person to be notified in case of emergency or death.

b. Person to receive the death gratuity.

c. Person to receive unpaid pay and allowances (arrears of pay).

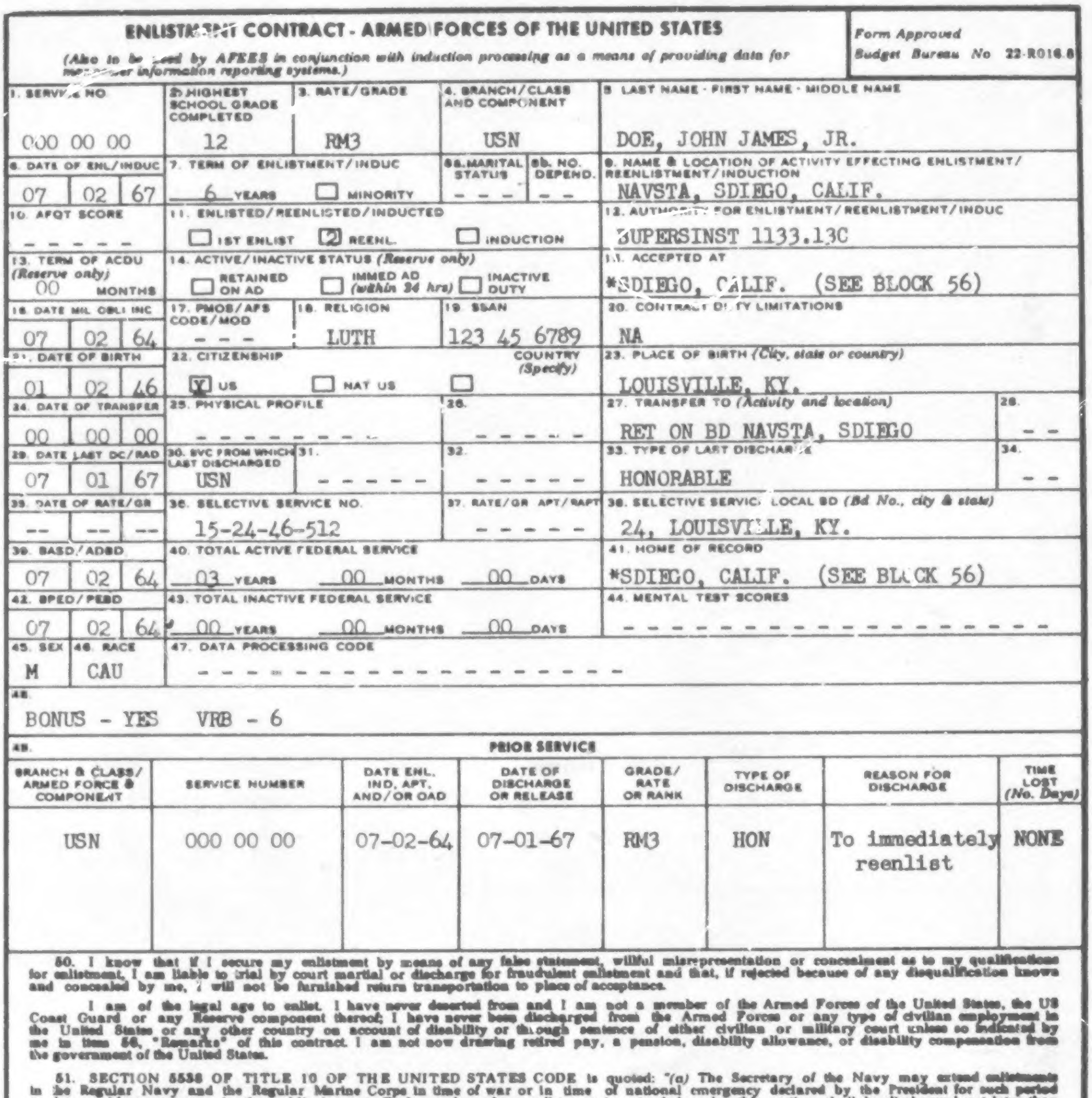
d. Person to receive allotment of pay if missing or unable to transmit funds.

e. USGLI, NSLI, and SGLI in force.

f. Commercial insurance companies to be notified in case of death while on active duty.

Page 2 is reviewed and certified correct annually on 1 September by any member on active duty and annually if feasible by members on inactive duty. This page should always be kept current. It is the responsibility of the person concerned to execute this form, whenever a major change in status occurs, such as marriage, divorce, or change in number of dependents. (See fig. 8-3.) It is executed in duplicate; the original is forwarded to BUPERS and the duplicate placed in the service record. Previous copies are destroyed when a new NAVPERS 1070/602 (formerly NAVPERS 601-2) is executed.

Page 3—Enlisted Classification Record contains information on the civilian education and training the member has had; his abilities and skills and Navy test score profile—GCT, ARI, MECH, and CLER (this page is shown in ch. 4, fig. 4-6). Progress in the naval service depends heavily upon the completeness and accuracy of



ENLISTMENT CONTRACT - ARMED FORCES OF THE UNITED STATES

(Also to be used by AFEES in conjunction with induction processing as a means of providing data for manpower information reporting systems.)

Form Approved
Budget Bureau No 22-R016.8

1. SERVICE NO: 000 00 00
2. HIGHEST SCHOOL GRADE COMPLETED: 12
3. RATE/GRADE: RM3
4. BRANCH/CLASS AND COMPONENT: USN
5. LAST NAME - FIRST NAME - MIDDLE NAME: DOE, JOHN JAMES, JR.
6. DATE OF ENL/INDUC: 07 02 67
7. TERM OF ENLISTMENT/INDUC: 6 YEARS ☐ MINORITY
8a. MARITAL STATUS: - - -
8b. NO. DEPEND.: - -
9. NAME & LOCATION OF ACTIVITY EFFECTING ENLISTMENT/REENLISTMENT/INDUCTION: NAVSTA, SDIEGO, CALIF.
10. AFQT SCORE: - - - - -
11. ENLISTED/REENLISTED/INDUCTED: ☐ 1ST ENLIST [2] REENL. ☐ INDUCTION
12. AUTHORITY FOR ENLISTMENT/REENLISTMENT/INDUC: BUPERSINST 1133.13C
13. TERM OF ACDU *(Reserve only)*: 00 MONTHS
14. ACTIVE/INACTIVE STATUS *(Reserve only)*: ☐ RETAINED ON AD ☐ IMMED AD *(within 24 hrs)* ☐ INACTIVE DUTY
15. ACCEPTED AT: *SDIEGO, CALIF. (SEE BLOCK 56)
16. DATE MIL OBLI INC: 07 02 64
17. PMOS/AFS CODE/MOD: - - -
18. RELIGION: LUTH
19. SSAN: 123 45 6789
20. CONTRACT DUTY LIMITATIONS: NA
21. DATE OF BIRTH: 01 02 46
22. CITIZENSHIP: ☒ US ☐ NAT US ☐ COUNTRY *(Specify)*
23. PLACE OF BIRTH *(City, state or country)*: LOUISVILLE, KY.
24. DATE OF TRANSFER: 00 00 00
25. PHYSICAL PROFILE: - - - - - - - - -
26.: - - - - - -
27. TRANSFER TO *(Activity and location)*: RET ON BD NAVSTA, SDIEGO
28.: - -
29. DATE LAST DC/RAD: 07 01 67
30. SVC FROM WHICH LAST DISCHARGED: USN
31.: - - - - - -
32.: - - - - - -
33. TYPE OF LAST DISCHARGE: HONORABLE
34.: - -
35. DATE OF RATE/GR: -- -- --
36. SELECTIVE SERVICE NO.: 15-24-46-512
37. RATE/GR APT/RAPT: - - - - - -
38. SELECTIVE SERVICE LOCAL BD *(Bd No., city & state)*: 24, LOUISVILLE, KY.
39. BASD/ADBD: 07 02 64
40. TOTAL ACTIVE FEDERAL SERVICE: 03 YEARS 00 MONTHS 00 DAYS
41. HOME OF RECORD: *SDIEGO, CALIF. (SEE BLOCK 56)
42. BPED/PEBD: 07 02 64
43. TOTAL INACTIVE FEDERAL SERVICE: 00 YEARS 00 MONTHS 00 DAYS
44. MENTAL TEST SCORES: -
45. SEX: M
46. RACE: CAU
47. DATA PROCESSING CODE: -
48. BONUS - YES VRB - 6
49. **PRIOR SERVICE**

BRANCH & CLASS/ ARMED FORCE & COMPONENT	SERVICE NUMBER	DATE ENL, IND, APT, AND/OR OAD	DATE OF DISCHARGE OR RELEASE	GRADE/ RATE OR RANK	TYPE OF DISCHARGE	REASON FOR DISCHARGE	TIME LOST *(No. Days)*
USN	000 00 00	07-02-64	07-01-67	RM3	HON	To immediately reenlist	NONE

50. I know that if I secure my enlistment by means of any false statement, willful misrepresentation or concealment as to my qualifications for enlistment, I am liable to trial by court martial or discharge for fraudulent enlistment and that, if rejected because of any disqualification known and concealed by me, I will not be furnished return transportation to place of acceptance.

I am of the legal age to enlist. I have never deserted from and I am not a member of the Armed Forces of the United States, the US Coast Guard or any Reserve component thereof; I have never been discharged from the Armed Forces or any type of civilian employment in the United States or any other country on account of disability or through sentence of either civilian or military court unless so indicated by me in item 56, "Remarks" of this contract. I am not now drawing retired pay, a pension, disability allowance, or disability compensation from the government of the United States.

51. SECTION 5538 OF TITLE 10 OF THE UNITED STATES CODE is quoted: "*(a)* The Secretary of the Navy may extend enlistments in the Regular Navy and the Regular Marine Corps in time of war or in time of national emergency declared by the President for such period as he considers necessary in the public interest. Each member whose enlistment is extended under this section shall be discharged not later than six months after the end of the war or national emergency, unless he voluntarily extends his enlistment. *(b)* The substance of this section shall be included in the enlistment contract of each person enlisting in the Regular Navy or Regular Marine Corps."

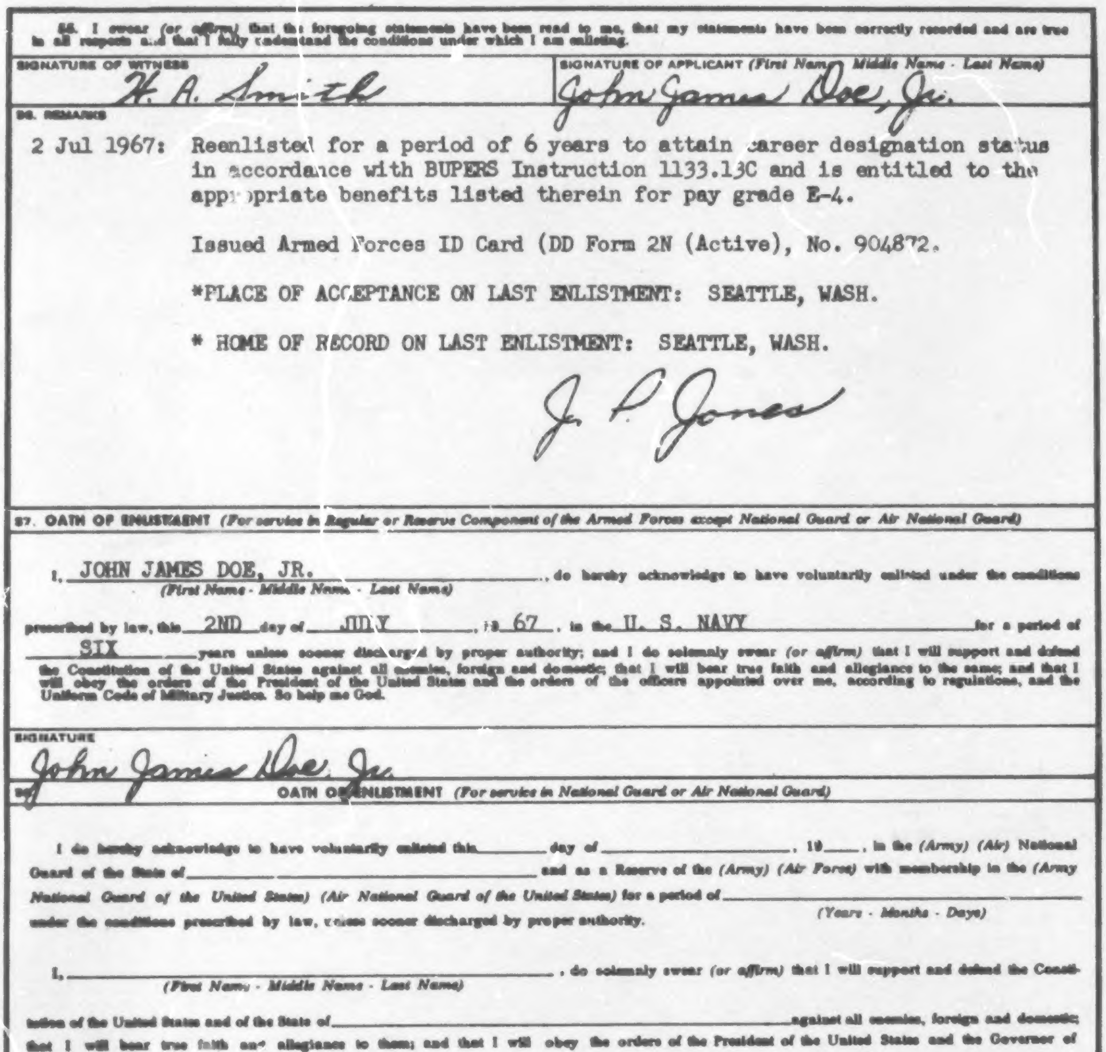
52. SECTION 5540 OF TITLE 10 OF THE UNITED STATES CODE is quoted: "*(a)* The senior officer present afloat in foreign waters shall send to the United States by Government or other transportation as soon as possible each enlisted member of the naval service who is serving on a naval vessel, whose term of enlistment has expired, and who desires to return to the United States. However, when the senior officer present afloat considers it essential to the public interest, he may retain such a member on active duty until the vessel returns to the United States. *(b)* Each member retained under this section —(1) shall be discharged not later than 30 days after his arrival in the United States; and (2) except in time of war is entitled to an increase in basic pay of 25 percent. *(c)* The substance of this section shall be included in the enlistment contract of each person enlisting in the naval service."

53. I understand that, upon enlistment in a Reserve component of any of the Armed Forces of the United States, or upon transfer or assignment thereto, in time of war or National emergency declared by Congress, or when otherwise authorized by law, I may be ordered to active duty for the duration of the war or National emergency and for six months thereafter.

54. I have had this contract fully explained to me, I understand it, and certify that no promise of any kind has been made to me concerning assignment to duty, geographical area, schooling, special programs, assignment of government quarters, or transportation of dependents except as indicated IN BLOCK 56

6.21

Figure 8-1A. — Enlistment Contract, DD Form 4 (Upper half).



55. I swear (or affirm) that the foregoing statements have been read to me, that my statements have been correctly recorded and are true in all respects and that I fully understand the conditions under which I am enlisting.

SIGNATURE OF WITNESS H. A. Smith	SIGNATURE OF APPLICANT *(First Name - Middle Name - Last Name)* John James Doe, Jr.

56. REMARKS

2 Jul 1967: Reenlisted for a period of 6 years to attain career designation status in accordance with BUPERS Instruction 1133.13C and is entitled to the appropriate benefits listed therein for pay grade E-4.

Issued Armed Forces ID Card (DD Form 2N (Active), No. 904872.

*PLACE OF ACCEPTANCE ON LAST ENLISTMENT: SEATTLE, WASH.

* HOME OF RECORD ON LAST ENLISTMENT: SEATTLE, WASH.

J. P. Jones

57. OATH OF ENLISTMENT *(For service in Regular or Reserve Component of the Armed Forces except National Guard or Air National Guard)*

I, JOHN JAMES DOE, JR. *(First Name - Middle Name - Last Name)*, do hereby acknowledge to have voluntarily enlisted under the conditions prescribed by law, this 2ND day of JULY, 19 67, in the U. S. NAVY for a period of SIX years unless sooner discharged by proper authority; and I do solemnly swear *(or affirm)* that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations, and the Uniform Code of Military Justice. So help me God.

SIGNATURE

John James Doe, Jr.

58. OATH OF ENLISTMENT *(For service in National Guard or Air National Guard)*

I do hereby acknowledge to have voluntarily enlisted this ____ day of ____, 19__, in the *(Army) (Air)* National Guard of the State of ____ and as a Reserve of the *(Army) (Air Force)* with membership in the *(Army National Guard of the United States) (Air National Guard of the United States)* for a period of ____ *(Years - Months - Days)* under the conditions prescribed by law, unless sooner discharged by proper authority.

I, ____ *(First Name - Middle Name - Last Name)*, do solemnly swear *(or affirm)* that I will support and defend the Constitution of the United States and of the State of ____ against all enemies, foreign and domestic; that I will bear true faith and allegiance to them; and that I will obey the orders of the President of the United States and the Governor of ____ and the orders of the officers appointed over me, according to law, regulations, and the Uniform Code of Military Justice. So help me God.

SIGNATURE

59. CONFIRMATION OF ENLISTMENT

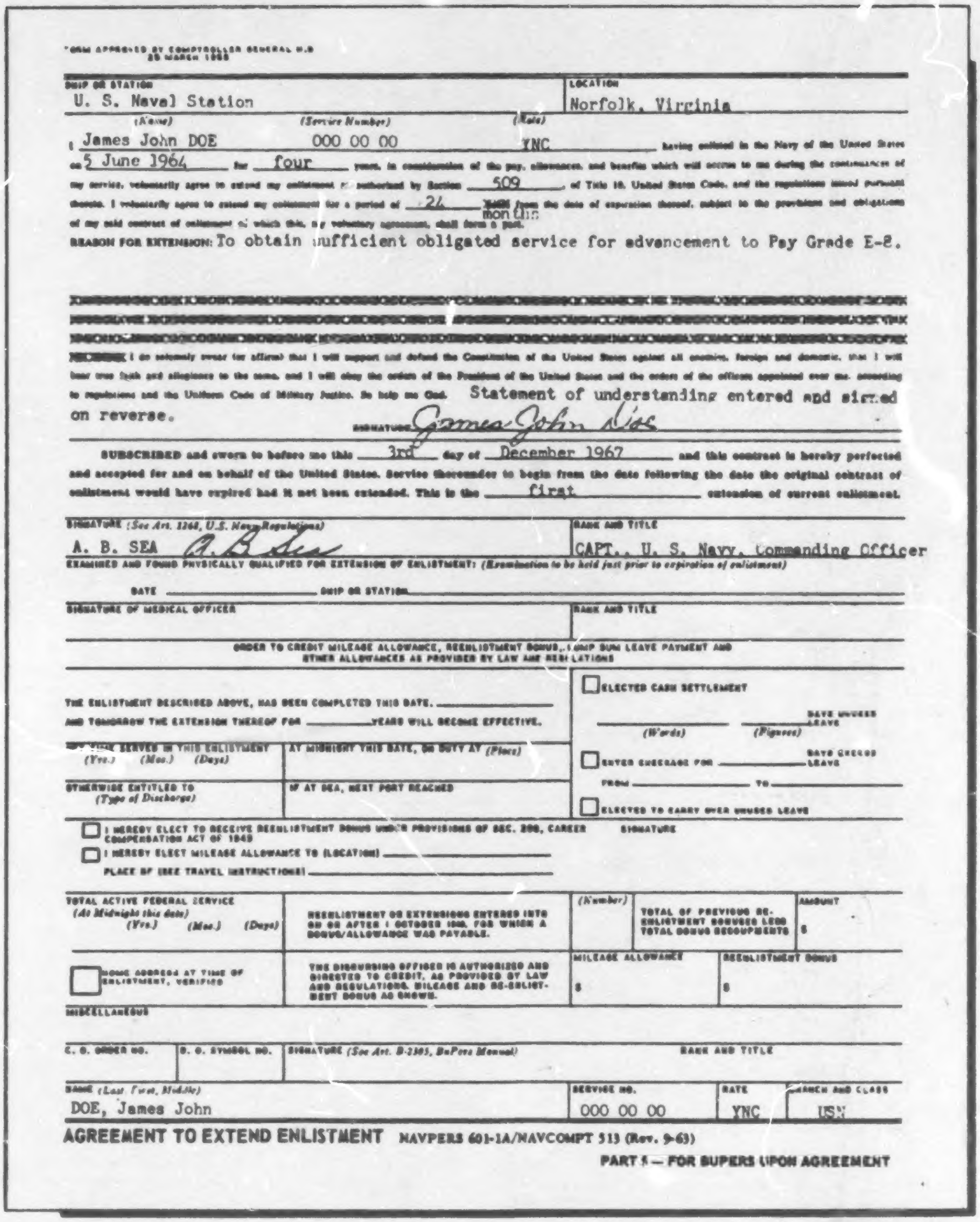
The above oath was subscribed and duly sworn to before me this 2ND day of JULY, 19 67. To the best of my judgement and belief, enlistee fulfills all legal requirements, and in enlisting this applicant, I have strictly observed the regulations governing such enlistment. The above oath, as filled in, was read to the applicant prior to subscribing thereto.

TYPED NAME, GRADE/RANK, AND ORGANIZATION OF ENLISTING OFFICER J. P. JONES, CDR, USN NAVSTA, SDIEGO	SIGNATURE OF ENLISTING OFFICER J. P. Jones

DD FORM 4. 1 AUG 66 REPLACES DD FORM 4, 1 OCT 63, WHICH IS OBSOLETE.
S/N-0101-800-0490

6.21

Figure 8-1B. — Enlistment Contract, DD Form 4 (Lower half).



FORM APPROVED BY COMPTROLLER GENERAL U.S.
25 MARCH 1953

SHIP OR STATION U. S. Naval Station	LOCATION Norfolk, Virginia

I James John DOE (*Name*) 000 00 00 (*Service Number*) YNC (*Rate*) having enlisted in the Navy of the United States on 5 June 1964 for four years, in consideration of the pay, allowances, and benefits which will accrue to me during the continuance of my service, voluntarily agree to extend my enlistment as authorized by Section 509, of Title 10, United States Code, and the regulations issued pursuant thereto. I voluntarily agree to extend my enlistment for a period of 24 ~~YEARS~~ months from the date of expiration thereof, subject to the provisions and obligations of my said contract of enlistment of which this, my voluntary agreement, shall form a part.

REASON FOR EXTENSION: To obtain sufficient obligated service for advancement to Pay Grade E-8.

[illegible]

I do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God. Statement of understanding entered and signed on reverse.

SIGNATURE James John Doe

SUBSCRIBED and sworn to before me this 3rd day of December 1967 and this contract is hereby perfected and accepted for and on behalf of the United States. Service thereunder to begin from the date following the date the original contract of enlistment would have expired had it not been extended. This is the first extension of current enlistment.

SIGNATURE (*See Art. 1260, U.S. Navy Regulations*) A. B. SEA A. B. Sea	RANK AND TITLE CAPT., U. S. Navy, Commanding Officer

EXAMINED AND FOUND PHYSICALLY QUALIFIED FOR EXTENSION OF ENLISTMENT: (*Examination to be held just prior to expiration of enlistment*)

DATE ______ SHIP OR STATION ______

SIGNATURE OF MEDICAL OFFICER	RANK AND TITLE

ORDER TO CREDIT MILEAGE ALLOWANCE, REENLISTMENT BONUS, LUMP SUM LEAVE PAYMENT AND OTHER ALLOWANCES AS PROVIDED BY LAW AND REGULATIONS

THE ENLISTMENT DESCRIBED ABOVE, HAS BEEN COMPLETED THIS DATE. ______

AND TOMORROW THE EXTENSION THEREOF FOR ______ YEARS WILL BECOME EFFECTIVE.

☐ ELECTED CASH SETTLEMENT

______ (*Words*) ______ (*Figures*) DAYS UNUSED LEAVE

☐ ENTER CHECKAGE FOR ______ DAYS CHECKED LEAVE

FROM ______ TO ______

☐ ELECTED TO CARRY OVER UNUSED LEAVE

NET TIME SERVED IN THIS ENLISTMENT (*Yrs.*) (*Mos.*) (*Days*)	AT MIDNIGHT THIS DATE, ON DUTY AT (*Place*)
OTHERWISE ENTITLED TO (*Type of Discharge*)	IF AT SEA, NEXT PORT REACHED

☐ I HEREBY ELECT TO RECEIVE REENLISTMENT BONUS UNDER PROVISIONS OF SEC. 208, CAREER COMPENSATION ACT OF 1949

SIGNATURE

☐ I HEREBY ELECT MILEAGE ALLOWANCE TO (LOCATION) ______

PLACE OF (SEE TRAVEL INSTRUCTIONS) ______

TOTAL ACTIVE FEDERAL SERVICE (*At Midnight this date*) (*Yrs.*) (*Mos.*) (*Days*)	REENLISTMENT OR EXTENSIONS ENTERED INTO ON OR AFTER 1 OCTOBER 1949, FOR WHICH A BONUS/ALLOWANCE WAS PAYABLE.	(*Number*)	TOTAL OF PREVIOUS REENLISTMENT BONUSES LESS TOTAL BONUS RECOUPMENTS	AMOUNT $
☐ HOME ADDRESS AT TIME OF ENLISTMENT, VERIFIED	THE DISBURSING OFFICER IS AUTHORIZED AND DIRECTED TO CREDIT, AS PROVIDED BY LAW AND REGULATIONS, MILEAGE AND RE-ENLISTMENT BONUS AS SHOWN.	MILEAGE ALLOWANCE $		REENLISTMENT BONUS $

MISCELLANEOUS

C. O. ORDER NO.	D. O. SYMBOL NO.	SIGNATURE (*See Art. B-2305, BuPers Manual*)	RANK AND TITLE

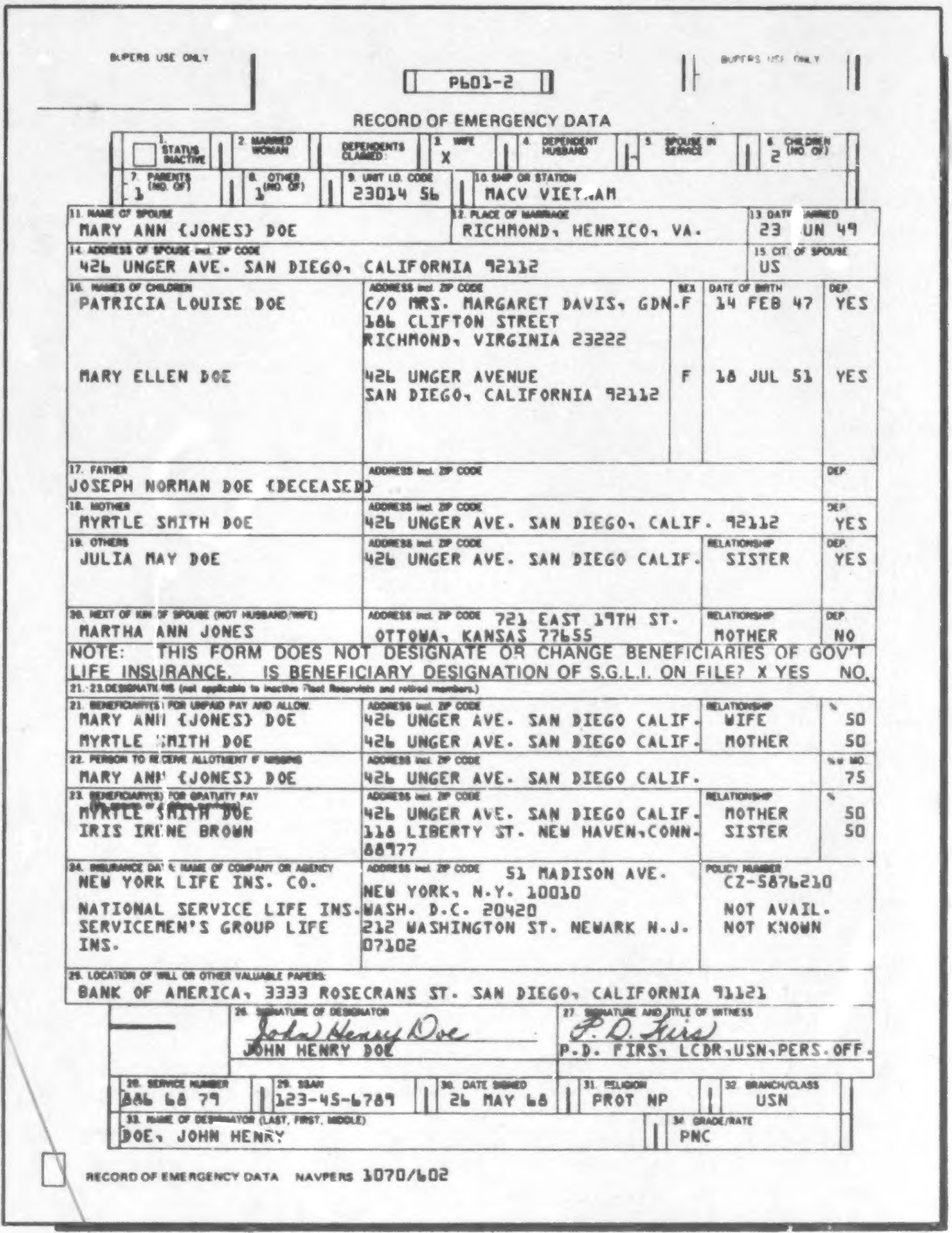
NAME (*Last, First, Middle*) DOE, James John	SERVICE NO. 000 00 00	RATE YNC	BRANCH AND CLASS USN

AGREEMENT TO EXTEND ENLISTMENT NAVPERS 601-1A/NAVCOMPT 513 (Rev. 9-63)

PART 5 — FOR BUPERS UPON AGREEMENT

52.35

Figure 8-2. — Agreement to Extend Enlistment.



BUPERS USE ONLY

P601-2

BUPERS USE ONLY

RECORD OF EMERGENCY DATA

☐ 1. STATUS INACTIVE	2. MARRIED WOMAN	DEPENDENTS CLAIMED:	3. WIFE X	4. DEPENDENT HUSBAND	5. SPOUSE IN SERVICE	6. CHILDREN (NO OF) 2
7. PARENTS (NO. OF) 1	8. OTHER (NO. OF) 1	9. UNIT I.D. CODE 23014 56	10. SHIP OR STATION MACV VIETNAM			

11. NAME OF SPOUSE MARY ANN {JONES} DOE	12. PLACE OF MARRIAGE RICHMOND, HENRICO, VA.	13. DATE MARRIED 23 JUN 49
14. ADDRESS OF SPOUSE incl. ZIP CODE 426 UNGER AVE. SAN DIEGO, CALIFORNIA 92112		15. CIT. OF SPOUSE US

16. NAMES OF CHILDREN	ADDRESS incl. ZIP CODE	SEX	DATE OF BIRTH	DEP.
PATRICIA LOUISE DOE	C/O MRS. MARGARET DAVIS, GDN. 186 CLIFTON STREET RICHMOND, VIRGINIA 23222	F	14 FEB 47	YES
MARY ELLEN DOE	426 UNGER AVENUE SAN DIEGO, CALIFORNIA 92112	F	18 JUL 51	YES

	ADDRESS incl. ZIP CODE	RELATIONSHIP	DEP.
17. FATHER JOSEPH NORMAN DOE {DECEASED}			
18. MOTHER MYRTLE SMITH DOE	426 UNGER AVE. SAN DIEGO, CALIF. 92112		YES
19. OTHERS JULIA MAY DOE	426 UNGER AVE. SAN DIEGO CALIF.	SISTER	YES
20. NEXT OF KIN OF SPOUSE (NOT HUSBAND/WIFE) MARTHA ANN JONES	721 EAST 19TH ST. OTTOWA, KANSAS 77655	MOTHER	NO

NOTE: THIS FORM DOES NOT DESIGNATE OR CHANGE BENEFICIARIES OF GOV'T LIFE INSURANCE. IS BENEFICIARY DESIGNATION OF S.G.L.I. ON FILE? X YES NO.

21.-23. DESIGNATIONS (not applicable to inactive Fleet Reservists and retired members.)

21. BENEFICIARY(S) FOR UNPAID PAY AND ALLOW.	ADDRESS incl. ZIP CODE	RELATIONSHIP	%
MARY ANN {JONES} DOE	426 UNGER AVE. SAN DIEGO CALIF.	WIFE	50
MYRTLE SMITH DOE	426 UNGER AVE. SAN DIEGO CALIF.	MOTHER	50

22. PERSON TO RECEIVE ALLOTMENT IF MISSING	ADDRESS incl. ZIP CODE	% or MO.
MARY ANN {JONES} DOE	426 UNGER AVE. SAN DIEGO CALIF.	75

23. BENEFICIARY(S) FOR GRATUITY PAY	ADDRESS incl. ZIP CODE	RELATIONSHIP	%
MYRTLE SMITH DOE	426 UNGER AVE. SAN DIEGO CALIF.	MOTHER	50
IRIS IRENE BROWN	118 LIBERTY ST. NEW HAVEN, CONN. 08977	SISTER	50

24. INSURANCE DATA: NAME OF COMPANY OR AGENCY	ADDRESS incl. ZIP CODE	POLICY NUMBER
NEW YORK LIFE INS. CO.	51 MADISON AVE. NEW YORK, N.Y. 10010	CZ-5876210
NATIONAL SERVICE LIFE INS.	WASH. D.C. 20420	NOT AVAIL.
SERVICEMEN'S GROUP LIFE INS.	212 WASHINGTON ST. NEWARK N.J. 07102	NOT KNOWN

25. LOCATION OF WILL OR OTHER VALUABLE PAPERS:
BANK OF AMERICA, 3333 ROSECRANS ST. SAN DIEGO, CALIFORNIA 91121

26. SIGNATURE OF DESIGNATOR John Henry Doe JOHN HENRY DOE	27. SIGNATURE AND TITLE OF WITNESS P. D. Firs P.D. FIRS, LCDR, USN, PERS. OFF.

28. SERVICE NUMBER 886 68 79	29. SSAN 123-45-6789	30. DATE SIGNED 26 MAY 68	31. RELIGION PROT NP	32. BRANCH/CLASS USN
33. NAME OF DESIGNATOR (LAST, FIRST, MIDDLE) DOE, JOHN HENRY			34. GRADE/RATE PNC	

☐ RECORD OF EMERGENCY DATA NAVPERS 1070/602

3.253

Figure 8-3.—Record of Emergency Data.

the data furnished the Navy's classification interviewer. The information on this page aids in determining the assignments to duty for which the man is best qualified. Page 3 is executed in duplicate; the original is placed in the service record and the duplicate forwarded to BUPERS. Upon immediate reenlistment, retirement, or transfer to the Fleet Reserve, page 3 is removed from the closed record and inserted in the new service record. If a member does not reenlist immediately, the original page 3 is removed and stapled to his discharge certificate.

Page 4 – Navy Occupation and Training History is a detailed chronological summary of:

a. Enlisted classification codes and designators assigned, changed, or revoked.

b. Navy service schools attended.

c. Rate training manuals, practical factors, performance tests, and E-4 and E-5 military/leadership examinations completed, and maintenance and/or technical qualifications attained.

d. Advancements, reductions, and changes in rate or rating; changes in rate or rating symbol and status.

e. General Education Development tests and off-duty study courses completed.

f. Good conduct awards, decorations, unit and marksmanship awards, campaign/service awards, and other awards. This page is prepared in duplicate; both copies are filed in the service record. When the service record is closed, the duplicate is forwarded to BUPERS with the closed record. The original is delivered to the man, except when he retains his status as a Navy member, in which case, it is placed in the new service record. For an illustration of this page see chapter 4, figure 4-7.

Page 5 — History of Assignments (see fig. 8-4) was designed to record career assignments. On this page are recorded dates of reporting and transfer, activity in which serving, and duties performed. It is also used to record reenlistment and bonus information to facilitate payment upon reenlistment or extension of enlistment. The original only is prepared and kept in the current service record for active duty personnel. It is delivered to the man when released from active duty or discharged, to the fleet reservist when released from active duty, and to the member upon retirement. It is forwarded with the service record in the case of desertion or death.

Page 6 — Court Memorandum NAVPERS 601-6/NAVCOMPT 516 (to be replaced by NAVPERS 1070/607) is divided into two parts: the Court Memorandum (upper half) and the Supplementary Court Memorandum (lower half). See figure 8-5.

Court Memorandum serves as a transcript of a court-martial for the service record and, for the disbursing officer, serves as a Group "A" voucher for General Accounting Office Information. In the case of commanding officer's nonjudicial punishment (NJP), page 6 serves as a record of reduction in rate, forfeiture or detention of pay adjudicated, and as a pay adjustment order to the disbursing officer.

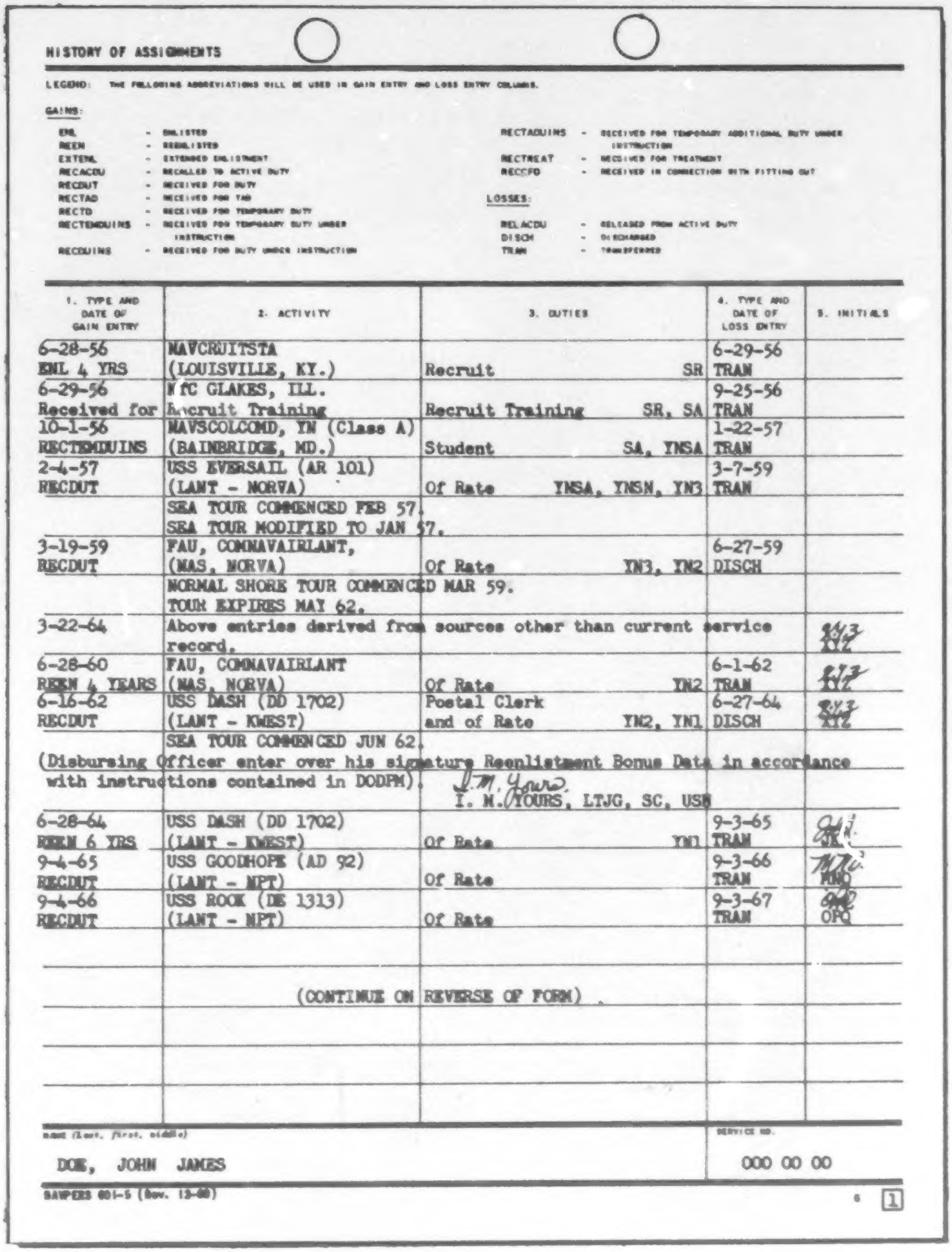
Court Memorandum is prepared for each court-martial resulting in conviction or when nonjudicial punishment results in reduction in rate, forfeiture, or detention of pay. The original is filed in the service record, Part II is forwarded to the Bureau of Naval Personnel, and Parts III and IV are delivered to the disbursing officer as pay adjustment authority.

The Supplementary Court Memorandum serves as a supplement to the particular court memorandum to which it applies. It is prepared when the action of higher authority has been received in regard to a court-martial and when nonjudicial punishment is modified after it has been recorded. The original is filed in the service record, Part II is forwarded to the Bureau of Naval Personnel, and Parts III and IV are delivered to the disbursing officer.

Page 7 — currently there is no page 7. However, a page 7 has been designed for the Joint Uniform Military Pay System (JUMPS). It will contain much of the information which currently appears on page 6. The new page 6 (NAVPERS 1070/606) is to be reserved for information concerning unauthorized absences.

Page 8 — Leave Record Officer — Enlisted, NAVPERS 601-8, provides a means of recording in the service record for members on active duty data concerning leave and time not served. An original only is prepared. It is retained in the service record and transferred to the new service record if the member reenlists or is otherwise retained on active duty.

It is maintained to facilitate only the granting of leave. The disbursing officer is responsible for maintaining the member's official leave record on the pay record. The page 8 is verified with the leave balance recorded on the pay record during the annual service record verification in September. Any discrepancies are



HISTORY OF ASSIGNMENTS

LEGEND: THE FOLLOWING ABBREVIATIONS WILL BE USED IN GAIN ENTRY AND LOSS ENTRY COLUMNS.

GAINS:

ENL - ENLISTED
REEN - REENLISTED
EXTENL - EXTENDED ENLISTMENT
RECACDU - RECALLED TO ACTIVE DUTY
RECDUT - RECEIVED FOR DUTY
RECTAD - RECEIVED FOR TAD
RECTD - RECEIVED FOR TEMPORARY DUTY
RECTEMDUINS - RECEIVED FOR TEMPORARY DUTY UNDER INSTRUCTION
RECDUINS - RECEIVED FOR DUTY UNDER INSTRUCTION
RECTADUINS - RECEIVED FOR TEMPORARY ADDITIONAL DUTY UNDER INSTRUCTION
RECTREAT - RECEIVED FOR TREATMENT
RECCFO - RECEIVED IN CONNECTION WITH FITTING OUT

LOSSES:

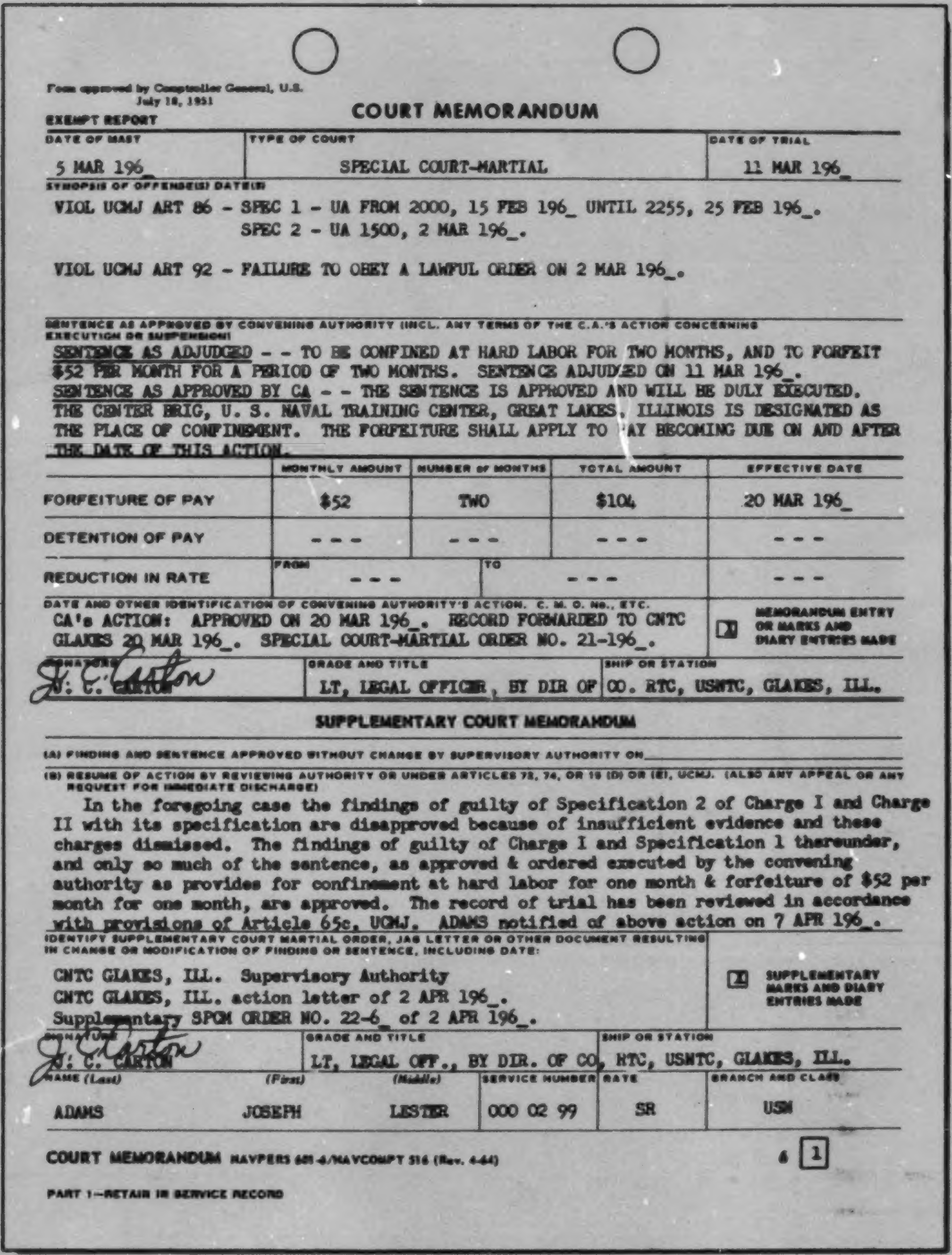
RELACDU - RELEASED FROM ACTIVE DUTY
DISCH - DISCHARGED
TRAN - TRANSFERRED

1. TYPE AND DATE OF GAIN ENTRY	2. ACTIVITY	3. DUTIES	4. TYPE AND DATE OF LOSS ENTRY	5. INITIALS
6-28-56 ENL 4 YRS	NAVCRUITSTA (LOUISVILLE, KY.)	Recruit SR	6-29-56 TRAN	
6-29-56 Received for	NTC GLAKES, ILL. Recruit Training	Recruit Training SR, SA	9-25-56 TRAN	
10-1-56 RECTEMDUINS	NAVSCOLCOMD, YN (Class A) (BAINBRIDGE, MD.)	Student SA, YNSA	1-22-57 TRAN	
2-4-57 RECDUT	USS EVERSAIL (AR 101) (LANT - NORVA)	Of Rate YNSA, YNSN, YN3	3-7-59 TRAN	
	SEA TOUR COMMENCED FEB 57. SEA TOUR MODIFIED TO JAN 57.			
3-19-59 RECDUT	FAU, COMNAVAIRLANT, (NAS, NORVA)	Of Rate YN3, YN2	6-27-59 DISCH	
	NORMAL SHORE TOUR COMMENCED MAR 59. TOUR EXPIRES MAY 62.			
3-22-64	Above entries derived from sources other than current service record.			XYZ
6-28-60 REEN 4 YEARS	FAU, COMNAVAIRLANT (NAS, NORVA)	Of Rate YN2	6-1-62 TRAN	XYZ
6-16-62 RECDUT	USS DASH (DD 1702) (LANT - KWEST)	Postal Clerk and of Rate YN2, YN1	6-27-64 DISCH	XYZ
	SEA TOUR COMMENCED JUN 62.			
(Disbursing Officer enter over his signature Reenlistment Bonus Data in accordance with instructions contained in DODPM).		I. M. Yours I. M. YOURS, LTJG, SC, USN		
6-28-64 REEN 6 YRS	USS DASH (DD 1702) (LANT - KWEST)	Of Rate YN1	9-3-65 TRAN	JKL
9-4-65 RECDUT	USS GOODHOPE (AD 92) (LANT - NPT)	Of Rate	9-3-66 TRAN	MNO
9-4-66 RECDUT	USS ROOK (DE 1313) (LANT - NPT)	Of Rate	9-3-67 TRAN	OPQ
	(CONTINUE ON REVERSE OF FORM)			

NAME (Last, first, middle)	SERVICE NO.
DOE, JOHN JAMES	000 00 00

NAVPERS 601-5 (Rev. 12-60) 1

6.22
Figure 8-4.—History of Assignments.



Form approved by Comptroller General, U.S.
July 18, 1951
EXEMPT REPORT

COURT MEMORANDUM

DATE OF MAST	TYPE OF COURT	DATE OF TRIAL
5 MAR 196_	SPECIAL COURT-MARTIAL	11 MAR 196_

SYNOPSIS OF OFFENSE(S) DATE(S)

VIOL UCMJ ART 86 - SPEC 1 - UA FROM 2000, 15 FEB 196_ UNTIL 2255, 25 FEB 196_.
SPEC 2 - UA 1500, 2 MAR 196_.

VIOL UCMJ ART 92 - FAILURE TO OBEY A LAWFUL ORDER ON 2 MAR 196_.

SENTENCE AS APPROVED BY CONVENING AUTHORITY (INCL. ANY TERMS OF THE C.A.'S ACTION CONCERNING EXECUTION OR SUSPENSION)

SENTENCE AS ADJUDGED - - TO BE CONFINED AT HARD LABOR FOR TWO MONTHS, AND TO FORFEIT $52 PER MONTH FOR A PERIOD OF TWO MONTHS. SENTENCE ADJUDGED ON 11 MAR 196_.
SENTENCE AS APPROVED BY CA - - THE SENTENCE IS APPROVED AND WILL BE DULY EXECUTED. THE CENTER BRIG, U. S. NAVAL TRAINING CENTER, GREAT LAKES, ILLINOIS IS DESIGNATED AS THE PLACE OF CONFINEMENT. THE FORFEITURE SHALL APPLY TO PAY BECOMING DUE ON AND AFTER THE DATE OF THIS ACTION.

	MONTHLY AMOUNT	NUMBER OF MONTHS	TOTAL AMOUNT	EFFECTIVE DATE
FORFEITURE OF PAY	$52	TWO	$104	20 MAR 196_
DETENTION OF PAY	- - -	- - -	- - -	- - -
REDUCTION IN RATE	FROM - - -		TO - - -	- - -

DATE AND OTHER IDENTIFICATION OF CONVENING AUTHORITY'S ACTION. C. M. O. No., ETC.
CA's ACTION: APPROVED ON 20 MAR 196_. RECORD FORWARDED TO CNTC GLAKES 20 MAR 196_. SPECIAL COURT-MARTIAL ORDER NO. 21-196_.

☒ MEMORANDUM ENTRY OR MARKS AND DIARY ENTRIES MADE

SIGNATURE	GRADE AND TITLE	SHIP OR STATION
J. C. Carton J. C. CARTON	LT, LEGAL OFFICER, BY DIR OF	CO. RTC, USNTC, GLAKES, ILL.

SUPPLEMENTARY COURT MEMORANDUM

(A) FINDING AND SENTENCE APPROVED WITHOUT CHANGE BY SUPERVISORY AUTHORITY ON ____________

(B) RESUME OF ACTION BY REVIEWING AUTHORITY OR UNDER ARTICLES 73, 74, OR 15 (D) OR (E), UCMJ. (ALSO ANY APPEAL OR ANY REQUEST FOR IMMEDIATE DISCHARGE)

In the foregoing case the findings of guilty of Specification 2 of Charge I and Charge II with its specification are disapproved because of insufficient evidence and these charges dismissed. The findings of guilty of Charge I and Specification 1 thereunder, and only so much of the sentence, as approved & ordered executed by the convening authority as provides for confinement at hard labor for one month & forfeiture of $52 per month for one month, are approved. The record of trial has been reviewed in accordance with provisions of Article 65c, UCMJ. ADAMS notified of above action on 7 APR 196_.

IDENTIFY SUPPLEMENTARY COURT MARTIAL ORDER, JAG LETTER OR OTHER DOCUMENT RESULTING IN CHANGE OR MODIFICATION OF FINDING OR SENTENCE, INCLUDING DATE:
CNTC GLAKES, ILL. Supervisory Authority
CNTC GLAKES, ILL. action letter of 2 APR 196_.
Supplementary SPCM ORDER NO. 22-6_ of 2 APR 196_.

☒ SUPPLEMENTARY MARKS AND DIARY ENTRIES MADE

SIGNATURE	GRADE AND TITLE	SHIP OR STATION
J. C. Carton J. C. CARTON	LT, LEGAL OFF., BY DIR. OF CO	RTC, USNTC, GLAKES, ILL.

NAME (Last)	(First)	(Middle)	SERVICE NUMBER	RATE	BRANCH AND CLASS
ADAMS	JOSEPH	LESTER	000 02 99	SR	USN

COURT MEMORANDUM NAVPERS 601-6/NAVCOMPT 516 (Rev. 4-64) 6 1

PART 1—RETAIN IN SERVICE RECORD

6.23

Figure 8-5.—Court Memorandum.

resolved by the disbursing officer and the page 8 corrected accordingly.

Under JUMPS, it is anticipated that Leave and Earning Statements (LES) will be issued periodically from a central point to all members.

Each member earns leave at the rate of 2 1/2 days per month or 30 days each year which is credited on 30 June of each year. An original only of the leave record is prepared immediately on enlistment, reenlistment, first extension of an enlistment of Regular Navy personnel (when cash settlement for unused leave is elected), and for members of the Naval Reserve being placed on active duty. After a man's return from authorized leave, appropriate entries are made in this leave record. (See fig. 8-6.) Page 8 is also used to record "time not served" which must be taken into consideration in the computation of leave credits. Additionally, this page is used to record and keep current the PEBD.

Page 9 — Enlisted Performance Record is designed to record, chronologically, the numerical equivalents of evaluations of performance of duty of enlisted personnel on active duty. (See fig. 8-7.) An original only is prepared. Data are entered semiannually for personnel in pay grades E-1 through E-6 and annually for personnel in pay grades E-7 through E-9 on the dates specified below:

Apprenticeships	— 1 Mar and 1 Sept
PO3	— 1 Apr and 1 Oct
PO2	— 1 May and 1 Nov
PO1	— 1 June and 1 Dec
CPO, SCPO, MCPO	— 16 Jan

Evaluations are also made upon transfer for permanent change of station if more than 90 days have elapsed since the last submission; upon transfer for temporary additional duty if more than 90 days have elapsed and if it is expected that the transferee will not have returned by the next prescribed evaluation date; at any time the individual's performance indicates special cognizance should be taken of particularly meritorious or derogatory actions, and in all cases of reduction in pay grade.

A special evaluation is also assigned upon closing the service record by reason of discharge, death, or other separation covering the period from the last evaluation assigned if such period is 90 days or more and the member has been on board a minimum of 90 days.

Prior to 26 Jan 1970, the page 9 was forwarded with the service record upon discharge and release from active duty. Only a transcription of marks for a minimum period was carried forward to the new record if the member reenlisted on board; thus providing a "clean slate." The 1969 Career Motivation Conference recommended a change in this policy to ensure that the good reputation of career petty officers would follow them throughout their naval service. BUPERS directives now authorize the inclusion in the current service records of performance information and commendatory letters from previous enlistments. The new concept provides that a copy of the page 9 and performance material are to be made a part of the new service record for continuity.

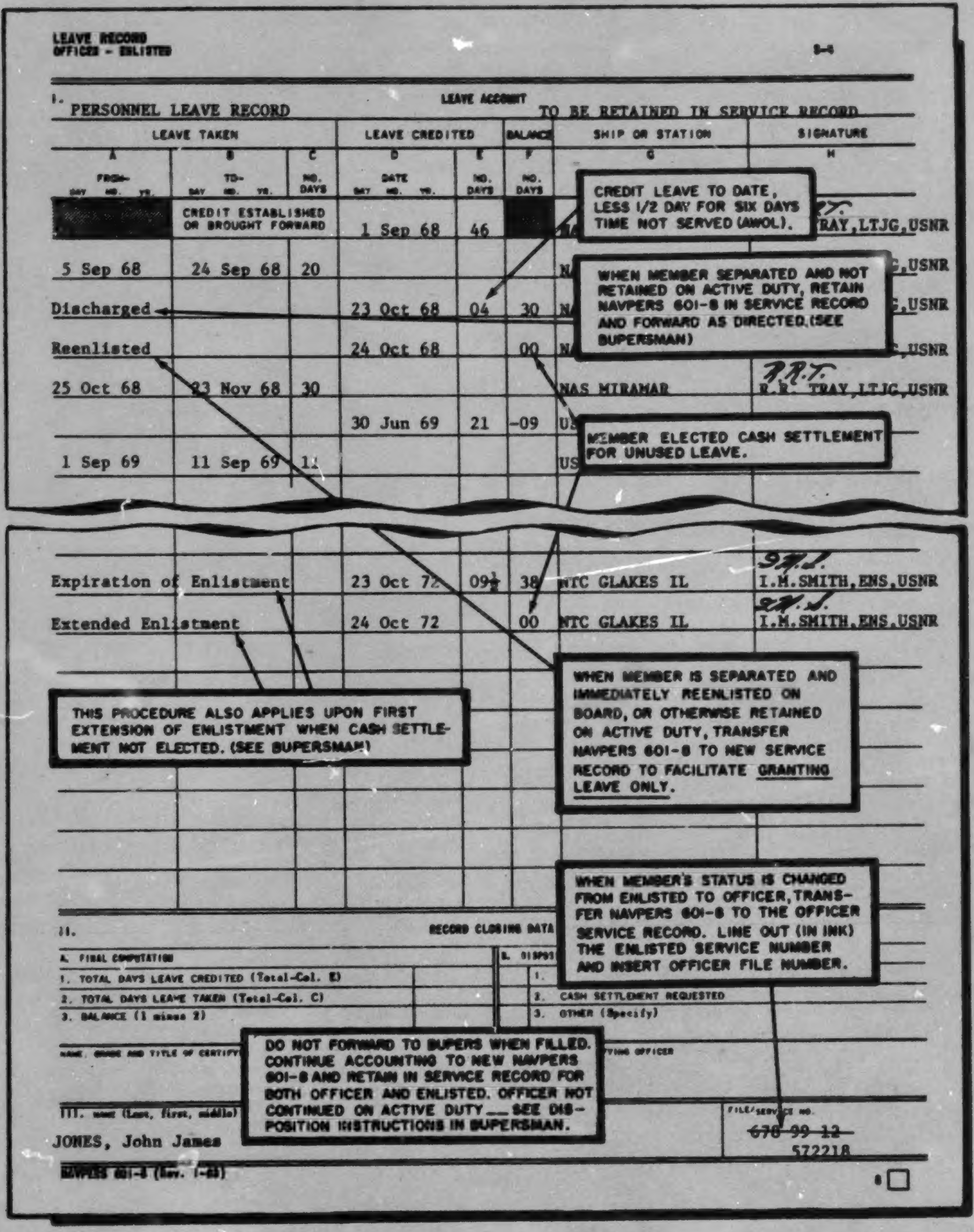
Page 10 — Currently there is no page 10. However a page 10 has been designed for JUMPS. (Record of Personnel Actions, NAVPERS 1070/610.)

Page 11 — Record of Naval Reserve Service is used for recording retirement points earned by U.S. Naval Reserve enlisted personnel. This page is maintained for every enlisted member of the Naval Reserve and is prepared when an individual enlists in the Naval Reserve, reenlists in the Naval Reserve, and enters a Reserve status under the provisions of the Military Selective Service Act. It is maintained by the command having custodial responsibility of the service record of reservists on both active and inactive duty. (See fig. 8-8.) The page 11 is maintained within the service record at all times and is disposed of as follows upon separation of the reservist concerned:

(a) Upon discharge or when the service record is closed for other reasons, the completed original pages 11 are forwarded to BUPERS with the closed service record.

(b) If the individual immediately reenlists, all completed duplicate pages 11 are retained in the new service record.

(c) If the individual does not immediately reenlist, all duplicate pages 11 are stapled to the discharge certificate and delivered to the reservist. He is then advised that this Record of Naval Reserve Service must be retained and presented with his discharge certificate should he desire to reenlist at any time in the Naval Reserve. If an individual reenlists at a later date, the duplicate pages will be placed in proper sequence in his new service record.



LEAVE RECORD
OFFICER - ENLISTED

8-6

I. PERSONNEL LEAVE RECORD — LEAVE ACCOUNT — TO BE RETAINED IN SERVICE RECORD

LEAVE TAKEN			LEAVE CREDITED		BALANCE	SHIP OR STATION	SIGNATURE
A	B	C	D	E	F	G	H
FROM- DAY MO. YR.	TO- DAY MO. YR.	NO. DAYS	DATE DAY MO. YR.	NO. DAYS	NO. DAYS		
	CREDIT ESTABLISHED OR BROUGHT FORWARD		1 Sep 68	46		NA	R.R.T. RAY,LTJG,USNR
5 Sep 68	24 Sep 68	20				NA	G,USNR
Discharged			23 Oct 68	04	30	NA	G,USNR
Reenlisted			24 Oct 68		00	NA	,USNR
25 Oct 68	23 Nov 68	30				NAS MIRAMAR	R.R.T. R.R. TRAY,LTJG,USNR
			30 Jun 69	21	-09	US	
1 Sep 69	11 Sep 69	11				US	
Expiration of Enlistment			23 Oct 72	09½	38	NTC GLAKES IL	I.M.S. I.M.SMITH,ENS,USNR
Extended Enlistment			24 Oct 72		00	NTC GLAKES IL	I.M.S. I.M.SMITH,ENS,USNR

CREDIT LEAVE TO DATE, LESS 1/2 DAY FOR SIX DAYS TIME NOT SERVED (AWOL).

WHEN MEMBER SEPARATED AND NOT RETAINED ON ACTIVE DUTY, RETAIN NAVPERS 601-8 IN SERVICE RECORD AND FORWARD AS DIRECTED. (SEE BUPERSMAN)

MEMBER ELECTED CASH SETTLEMENT FOR UNUSED LEAVE.

THIS PROCEDURE ALSO APPLIES UPON FIRST EXTENSION OF ENLISTMENT WHEN CASH SETTLEMENT NOT ELECTED. (SEE BUPERSMAN)

WHEN MEMBER IS SEPARATED AND IMMEDIATELY REENLISTED ON BOARD, OR OTHERWISE RETAINED ON ACTIVE DUTY, TRANSFER NAVPERS 601-8 TO NEW SERVICE RECORD TO FACILITATE GRANTING LEAVE ONLY.

WHEN MEMBER'S STATUS IS CHANGED FROM ENLISTED TO OFFICER, TRANSFER NAVPERS 601-8 TO THE OFFICER SERVICE RECORD. LINE OUT (IN INK) THE ENLISTED SERVICE NUMBER AND INSERT OFFICER FILE NUMBER.

II. RECORD CLOSING DATA

A. FINAL COMPUTATION
1. TOTAL DAYS LEAVE CREDITED (Total-Col. E)
2. TOTAL DAYS LEAVE TAKEN (Total-Col. C)
3. BALANCE (1 minus 2)

B. DISPOS
1.
2. CASH SETTLEMENT REQUESTED
3. OTHER (Specify)

NAME, GRADE AND TITLE OF CERTIFY YING OFFICER

DO NOT FORWARD TO BUPERS WHEN FILLED. CONTINUE ACCOUNTING TO NEW NAVPERS 601-8 AND RETAIN IN SERVICE RECORD FOR BOTH OFFICER AND ENLISTED. OFFICER NOT CONTINUED ON ACTIVE DUTY — SEE DISPOSITION INSTRUCTIONS IN BUPERSMAN.

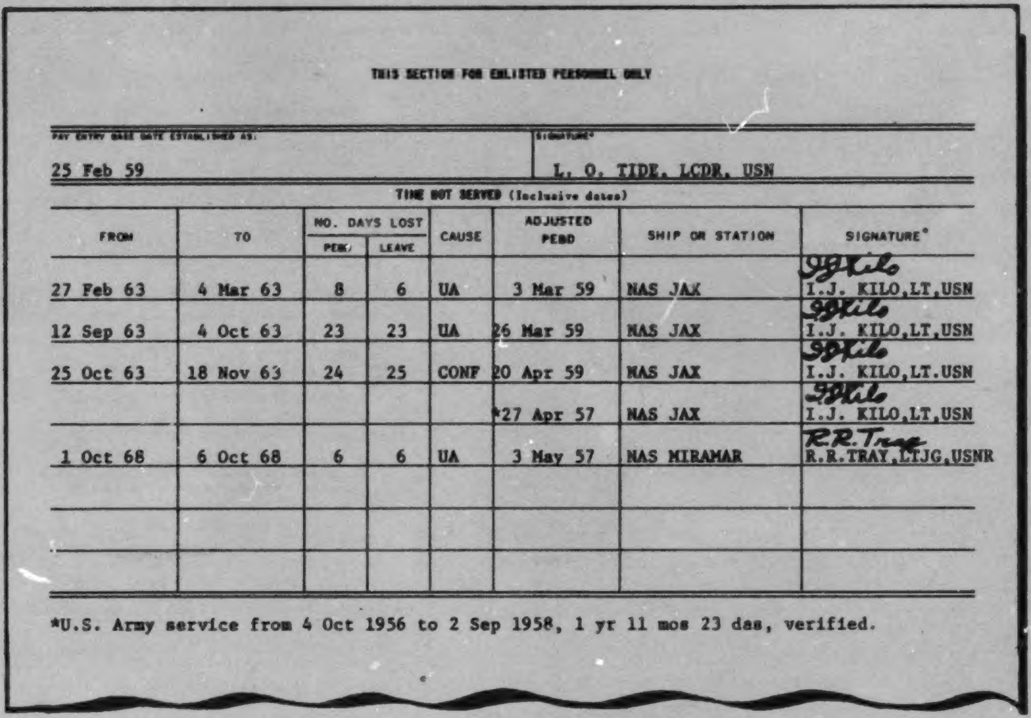
III. NAME (Last, first, middle)
JONES, John James

FILE/SERVICE NO.
~~678 99 12~~
572218

NAVPERS 601-8 (Rev. 1-68)

8 ☐

6.25.1
Figure 8-6A. — Leave Record.



THIS SECTION FOR ENLISTED PERSONNEL ONLY

PAY ENTRY BASE DATE ESTABLISHED AS:	SIGNATURE*
25 Feb 59	L. O. TIDE, LCDR, USN

TIME NOT SERVED (Inclusive dates)

FROM	TO	NO. DAYS LOST		CAUSE	ADJUSTED PEBD	SHIP OR STATION	SIGNATURE*
		PEBD	LEAVE				
27 Feb 63	4 Mar 63	8	6	UA	3 Mar 59	NAS JAX	I.J.Kilo I.J. KILO,LT,USN
12 Sep 63	4 Oct 63	23	23	UA	26 Mar 59	NAS JAX	I.J.Kilo I.J. KILO,LT,USN
25 Oct 63	18 Nov 63	24	25	CONF	20 Apr 59	NAS JAX	I.J.Kilo I.J. KILO,LT.USN
					*27 Apr 57	NAS JAX	I.J.Kilo I.J. KILO,LT,USN
1 Oct 68	6 Oct 68	6	6	UA	3 May 57	NAS MIRAMAR	R.R.Tray R.R.TRAY,LTJG,USNR

*U.S. Army service from 4 Oct 1956 to 2 Sep 1958, 1 yr 11 mos 23 das, verified.

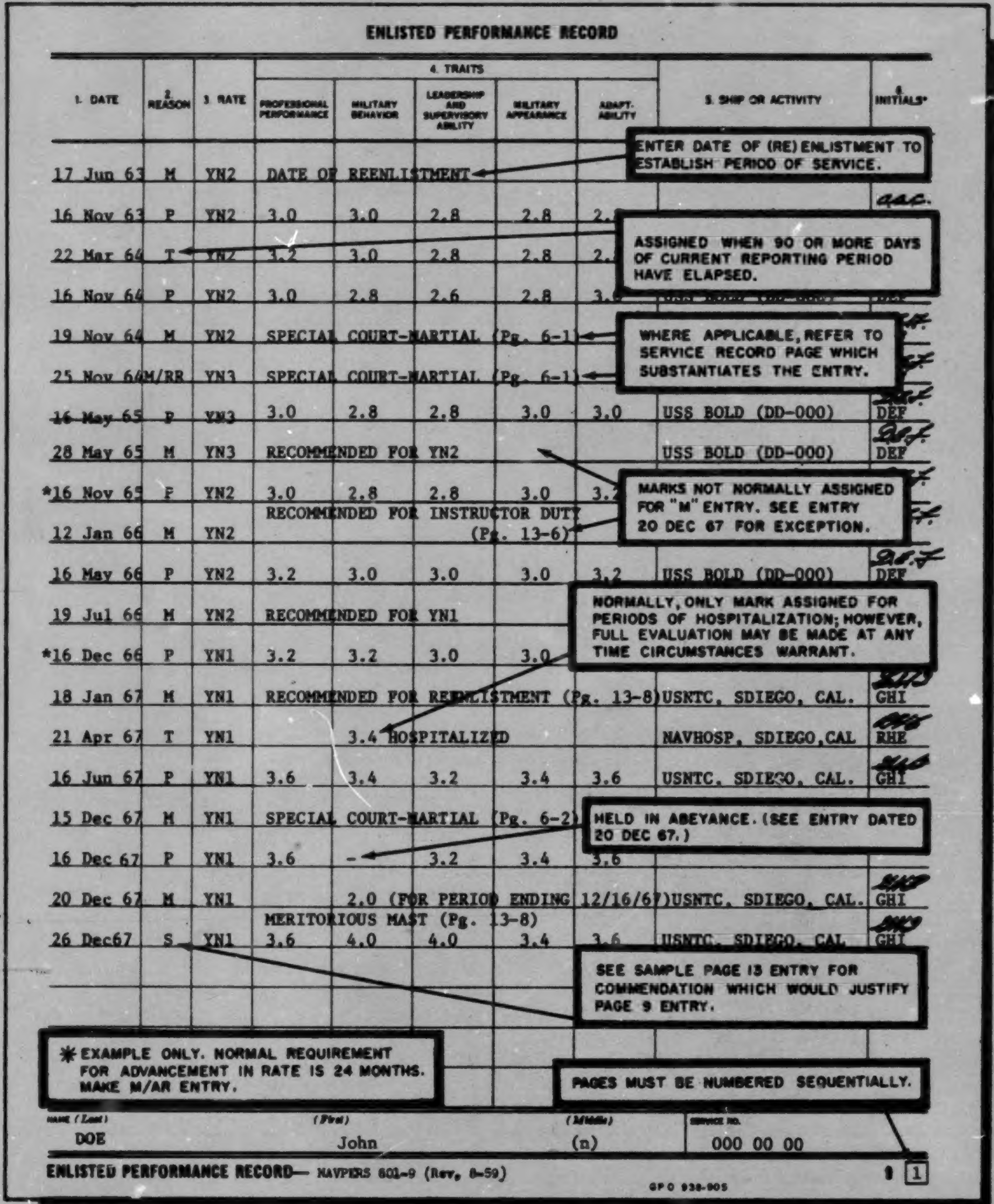
6.25.2

Figure 8-6B.—Reverse of Leave Record.

Page 12—Transfers and Receipts serves as a chronological record of receipts and transfers and permits the recording of three actions involving the transfer and receipt of an individual. (See fig. 8-9.) This page is prepared in duplicate by the first transferring activity. The receiving activity completes the receipts portion. Upon the next transfer, that activity completes the transfer portion of the second section, and the next receiving activity completes the receipt section. Upon the next transfer, that activity completes the transfer portion of the third section, and the next receiving activity completes the receipt section. Entries accumulate on the original. Duplicates containing information pertaining to each transfer are forwarded to BUPERS upon completion of each receipt entry.

Page 13—Administrative Remarks is used as a chronological record of all miscellaneous entries not recorded elsewhere in the service record, or where more detailed information may be required in the clarification of entries on other service record pages. (See fig. 8-10.) Items of permanent historical value such as advancement or reduction in rate, change in rating, proficiency pay, non-judicial punishment, assignment or removal of marks of desertion, and delivery to civil authorities are entered on this page. Page 13 is prepared in duplicate. The duplicate is forwarded immediately to BUPERS whenever it has been completely filled with administrative entries or at any specified time or after the specific entries discussed in BUPERSMAN 5030420. Once the duplicate is forwarded to BUPERS, no additional remarks or changes to a previously recorded entry may be made on a retained original page.

Page 14—Record of Discharge, Release from Active Duty, or Death, NAVPERS 601-14/NAVCOMPT 512, is a six-part carbon snap-out form



ENLISTED PERFORMANCE RECORD

1. DATE	2. REASON	3. RATE	4. TRAITS					5. SHIP OR ACTIVITY	6. INITIALS*
			PROFESSIONAL PERFORMANCE	MILITARY BEHAVIOR	LEADERSHIP AND SUPERVISORY ABILITY	MILITARY APPEARANCE	ADAPT-ABILITY		
17 Jun 63	M	YN2	DATE OF REENLISTMENT						
16 Nov 63	P	YN2	3.0	3.0	2.8	2.8	2.		aac.
22 Mar 64	T	YN2	3.2	3.0	2.8	2.8	2.		
16 Nov 64	P	YN2	3.0	2.8	2.6	2.8	3.		
19 Nov 64	M	YN2	SPECIAL COURT-MARTIAL (Pg. 6-1)						
25 Nov 64	M/RR	YN3	SPECIAL COURT-MARTIAL (Pg. 6-1)						
~~16 May 65~~	P	~~YN3~~	3.0	2.8	2.8	3.0	3.0	USS BOLD (DD-000)	DEF
28 May 65	M	YN3	RECOMMENDED FOR YN2					USS BOLD (DD-000)	DEF
*16 Nov 65	P	YN2	3.0	2.8	2.8	3.0	3.2		
12 Jan 66	M	YN2	RECOMMENDED FOR INSTRUCTOR DUTY (Pg. 13-6)						
16 May 66	P	YN2	3.2	3.0	3.0	3.0	3.2	USS BOLD (DD-000)	DEF
19 Jul 66	M	YN2	RECOMMENDED FOR YN1						
*16 Dec 66	P	YN1	3.2	3.2	3.0	3.0			
18 Jan 67	M	YN1	RECOMMENDED FOR REENLISTMENT (Pg. 13-8)					USNTC, SDIEGO, CAL.	GHI
21 Apr 67	T	YN1		3.4	HOSPITALIZED			NAVHOSP, SDIEGO,CAL	RHE
16 Jun 67	P	YN1	3.6	3.4	3.2	3.4	3.6	USNTC, SDIEGO, CAL.	GHI
15 Dec 67	M	YN1	SPECIAL COURT-MARTIAL (Pg. 6-2)						
16 Dec 67	P	YN1	3.6	-	3.2	3.4	3.6		
20 Dec 67	M	YN1		2.0	(FOR PERIOD ENDING 12/16/67)			USNTC, SDIEGO, CAL.	GHI
26 Dec67	S	YN1	MERITORIOUS MAST (Pg. 13-8) 3.6	4.0	4.0	3.4	3.6	USNTC, SDIEGO, CAL	GHI

ENTER DATE OF (RE) ENLISTMENT TO ESTABLISH PERIOD OF SERVICE.

ASSIGNED WHEN 90 OR MORE DAYS OF CURRENT REPORTING PERIOD HAVE ELAPSED.

WHERE APPLICABLE, REFER TO SERVICE RECORD PAGE WHICH SUBSTANTIATES THE ENTRY.

MARKS NOT NORMALLY ASSIGNED FOR "M" ENTRY. SEE ENTRY 20 DEC 67 FOR EXCEPTION.

NORMALLY, ONLY MARK ASSIGNED FOR PERIODS OF HOSPITALIZATION; HOWEVER, FULL EVALUATION MAY BE MADE AT ANY TIME CIRCUMSTANCES WARRANT.

HELD IN ABEYANCE. (SEE ENTRY DATED 20 DEC 67.)

SEE SAMPLE PAGE 13 ENTRY FOR COMMENDATION WHICH WOULD JUSTIFY PAGE 9 ENTRY.

✱ EXAMPLE ONLY. NORMAL REQUIREMENT FOR ADVANCEMENT IN RATE IS 24 MONTHS. MAKE M/AR ENTRY.

PAGES MUST BE NUMBERED SEQUENTIALLY.

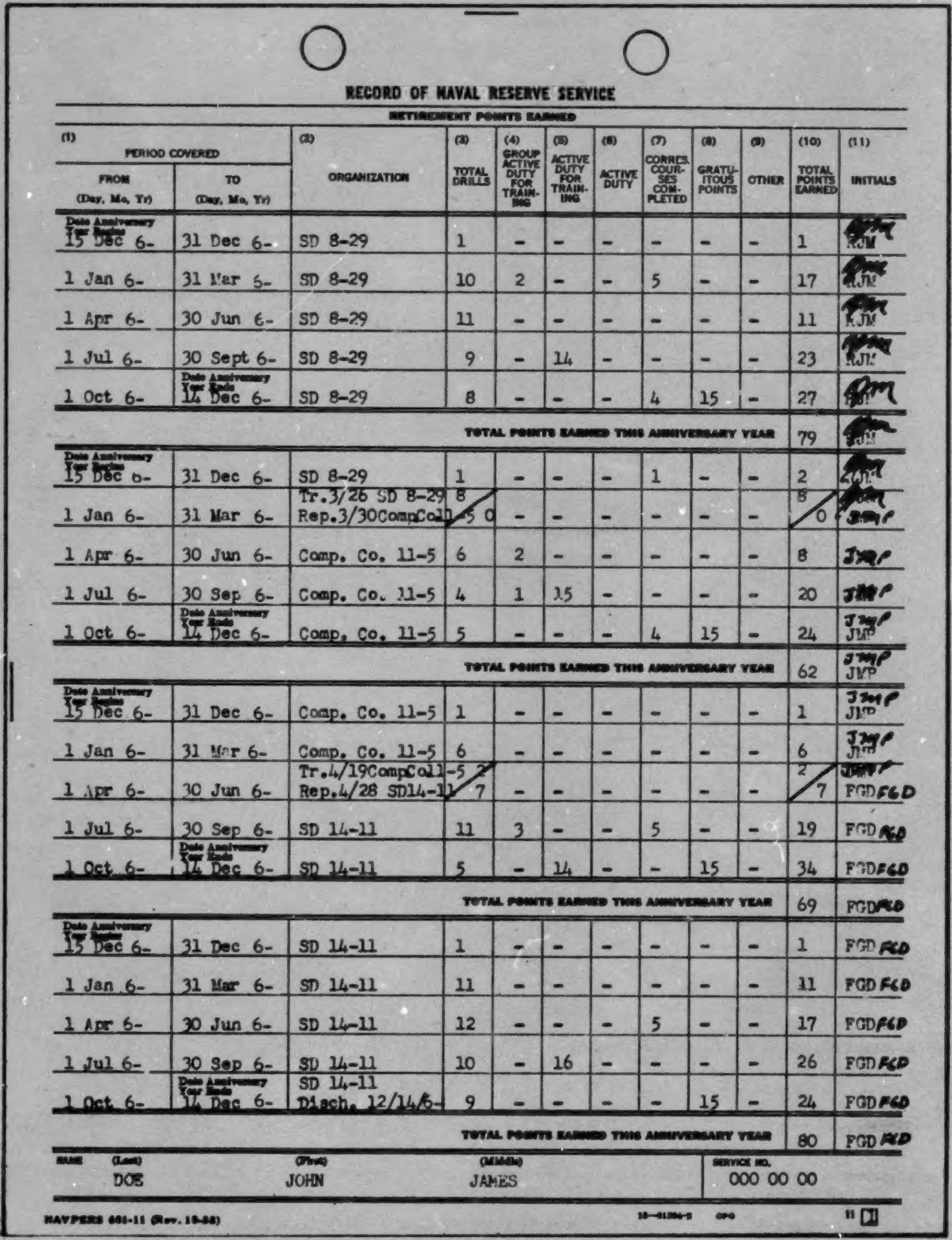
NAME (Last)	(First)	(Middle)	SERVICE NO.
DOE	John	(n)	000 00 00

ENLISTED PERFORMANCE RECORD— NAVPERS 601-9 (Rev. 8-59) 9 1

GPO 938-905

3.256

Figure 8-7.—Enlisted Performance Record.



RECORD OF NAVAL RESERVE SERVICE

RETIREMENT POINTS EARNED

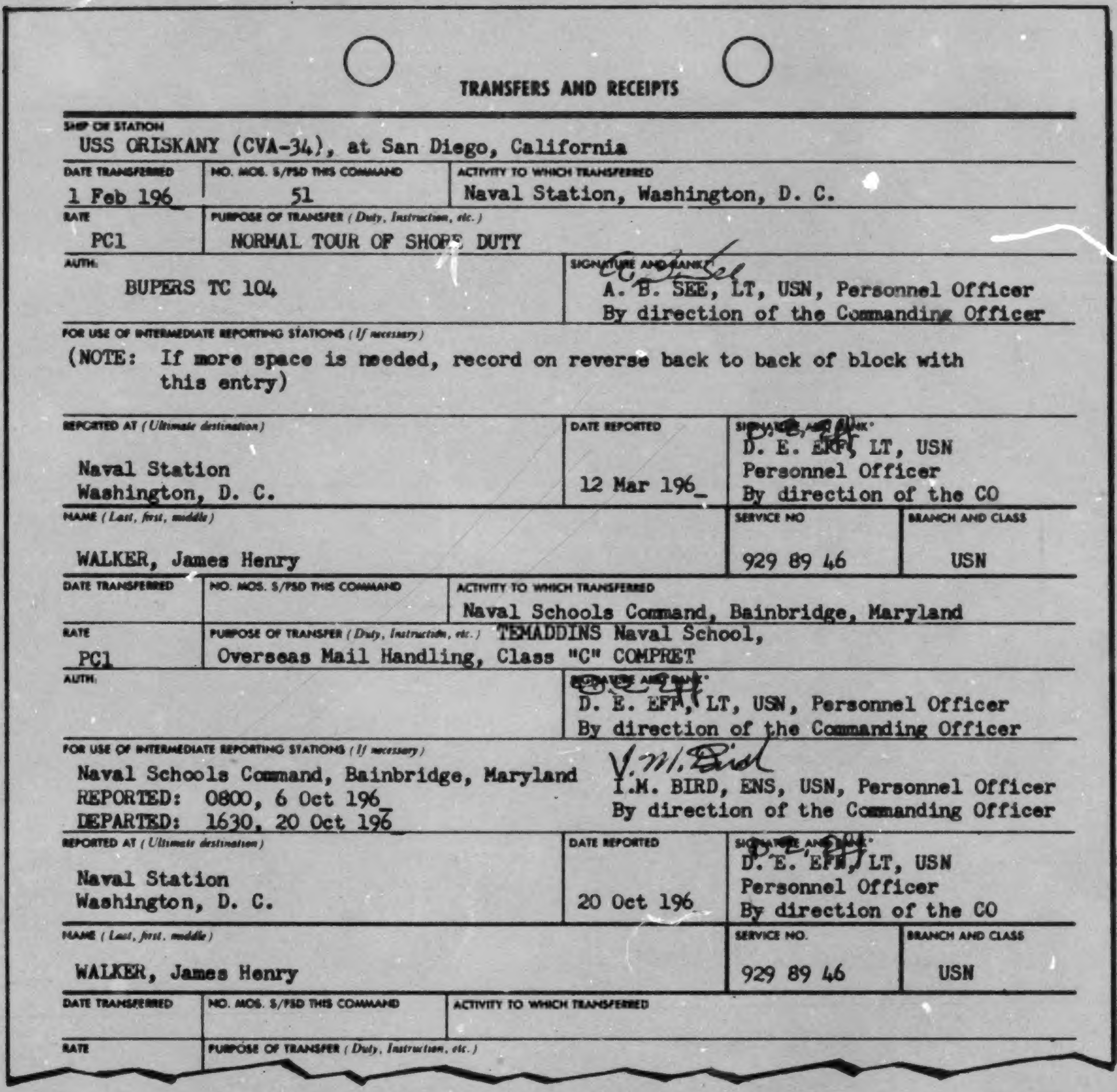
(1) PERIOD COVERED FROM (Day, Mo, Yr)	TO (Day, Mo, Yr)	(2) ORGANIZATION	(3) TOTAL DRILLS	(4) GROUP ACTIVE DUTY FOR TRAINING	(5) ACTIVE DUTY FOR TRAINING	(6) ACTIVE DUTY	(7) CORRES. COURSES COMPLETED	(8) GRATUITOUS POINTS	(9) OTHER	(10) TOTAL POINTS EARNED	(11) INITIALS
Date Anniversary Year Begins 15 Dec 6-	31 Dec 6-	SD 8-29	1	-	-	-	-	-	-	1	RJM
1 Jan 6-	31 Mar 6-	SD 8-29	10	2	-	-	5	-	-	17	RJM
1 Apr 6-	30 Jun 6-	SD 8-29	11	-	-	-	-	-	-	11	RJM
1 Jul 6-	30 Sept 6-	SD 8-29	9	-	14	-	-	-	-	23	RJM
1 Oct 6-	Date Anniversary Year Ends 14 Dec 6-	SD 8-29	8	-	-	-	4	15	-	27	RJM
									TOTAL POINTS EARNED THIS ANNIVERSARY YEAR	79	RJM
Date Anniversary Year Begins 15 Dec 6-	31 Dec 6-	SD 8-29	1	-	-	-	1	-	-	2	RJM
1 Jan 6-	31 Mar 6-	Tr.3/26 SD 8-29 Rep.3/30CompCo11-5	8 0	-	-	-	-	-	-	8 0	RJM JMP
1 Apr 6-	30 Jun 6-	Comp. Co. 11-5	6	2	-	-	-	-	-	8	JMP
1 Jul 6-	30 Sep 6-	Comp. Co. 11-5	4	1	15	-	-	-	-	20	JMP
1 Oct 6-	Date Anniversary Year Ends 14 Dec 6-	Comp. Co. 11-5	5	-	-	-	4	15	-	24	JMP JMP
									TOTAL POINTS EARNED THIS ANNIVERSARY YEAR	62	JMP JMP
Date Anniversary Year Begins 15 Dec 6-	31 Dec 6-	Comp. Co. 11-5	1	-	-	-	-	-	-	1	JMP JMP
1 Jan 6-	31 Mar 6-	Comp. Co. 11-5	6	-	-	-	-	-	-	6	JMP JMP
1 Apr 6-	30 Jun 6-	Tr.4/19CompCo11-5 Rep.4/28 SD14-11	2 7	-	-	-	-	-	-	2 7	JMP FGD FGD
1 Jul 6-	30 Sep 6-	SD 14-11	11	3	-	-	5	-	-	19	FGD FGD
1 Oct 6-	Date Anniversary Year Ends 14 Dec 6-	SD 14-11	5	-	14	-	-	15	-	34	FGD FGD
									TOTAL POINTS EARNED THIS ANNIVERSARY YEAR	69	FGD FGD
Date Anniversary Year Begins 15 Dec 6-	31 Dec 6-	SD 14-11	1	-	-	-	-	-	-	1	FGD FGD
1 Jan 6-	31 Mar 6-	SD 14-11	11	-	-	-	-	-	-	11	FGD FGD
1 Apr 6-	30 Jun 6-	SD 14-11	12	-	-	-	5	-	-	17	FGD FGD
1 Jul 6-	30 Sep 6-	SD 14-11	10	-	16	-	-	-	-	26	FGD FGD
1 Oct 6-	Date Anniversary Year Ends 14 Dec 6-	SD 14-11 Disch. 12/14/6-	9	-	-	-	-	15	-	24	FGD FGD
									TOTAL POINTS EARNED THIS ANNIVERSARY YEAR	80	FGD FGD

NAME (Last)	(First)	(Middle)	SERVICE NO.
DOE	JOHN	JAMES	000 00 00

NAVPERS 601-11 (Rev. 10-58) [illegible] GPO 11

52.36

Figure 8-8.—Record of Naval Reserve Service.



TRANSFERS AND RECEIPTS

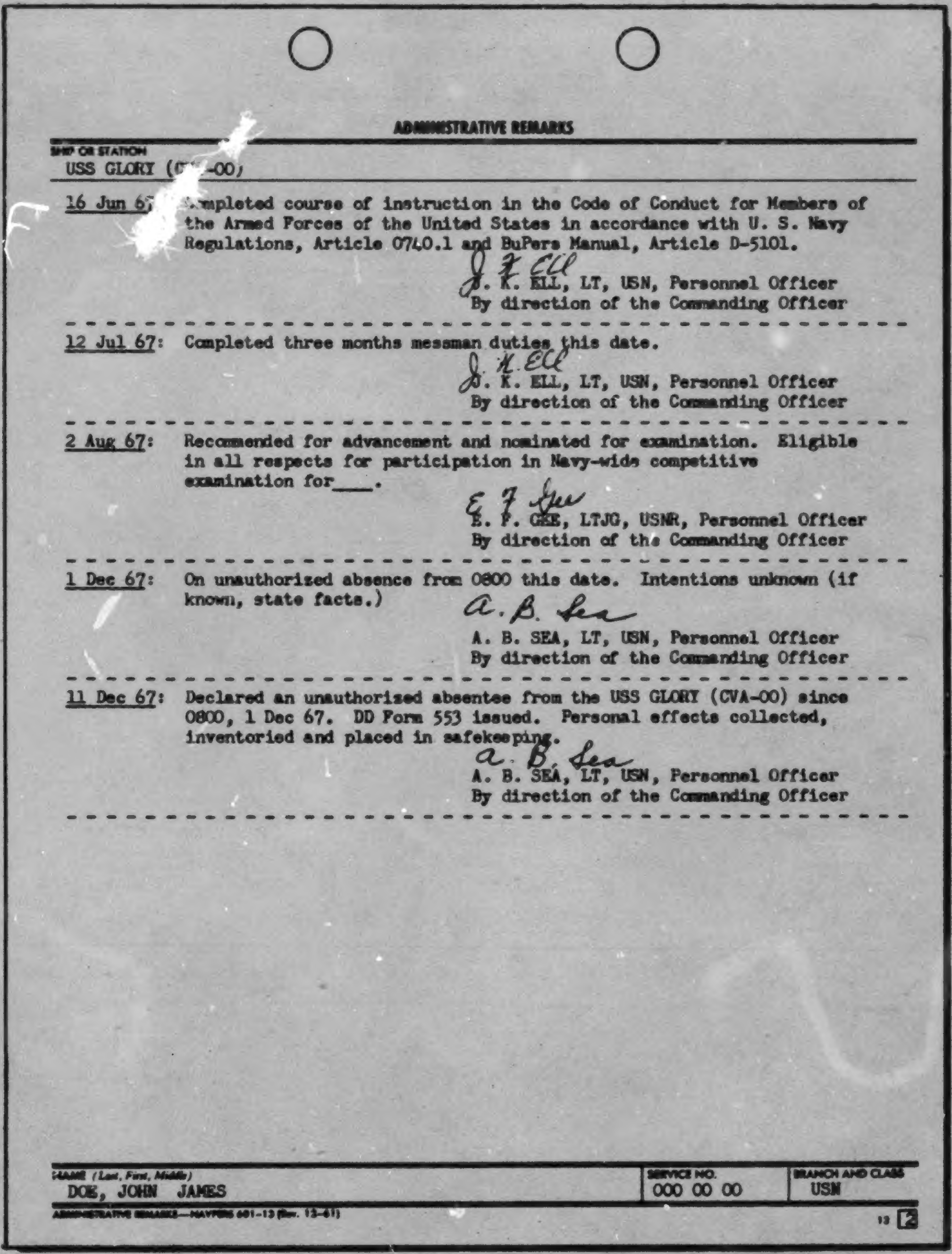
SHIP OR STATION USS ORISKANY (CVA-34), at San Diego, California			
DATE TRANSFERRED 1 Feb 196_	NO. MOS. S/PSD THIS COMMAND 51	ACTIVITY TO WHICH TRANSFERRED Naval Station, Washington, D. C.	
RATE PC1	PURPOSE OF TRANSFER (Duty, Instruction, etc.) NORMAL TOUR OF SHORE DUTY		
AUTH. BUPERS TC 104		SIGNATURE AND RANK A. B. SEE, LT, USN, Personnel Officer By direction of the Commanding Officer	
FOR USE OF INTERMEDIATE REPORTING STATIONS (If necessary) (NOTE: If more space is needed, record on reverse back to back of block with this entry)			
REPORTED AT (Ultimate destination) Naval Station Washington, D. C.	DATE REPORTED 12 Mar 196_	SIGNATURE AND RANK D. E. EFF, LT, USN Personnel Officer By direction of the CO	
NAME (Last, first, middle) WALKER, James Henry		SERVICE NO 929 89 46	BRANCH AND CLASS USN
DATE TRANSFERRED	NO. MOS. S/PSD THIS COMMAND	ACTIVITY TO WHICH TRANSFERRED Naval Schools Command, Bainbridge, Maryland	
RATE PC1	PURPOSE OF TRANSFER (Duty, Instruction, etc.) TEMADDINS Naval School, Overseas Mail Handling, Class "C" COMPRET		
AUTH.		SIGNATURE AND RANK D. E. EFF, LT, USN, Personnel Officer By direction of the Commanding Officer	
FOR USE OF INTERMEDIATE REPORTING STATIONS (If necessary) Naval Schools Command, Bainbridge, Maryland REPORTED: 0800, 6 Oct 196_ DEPARTED: 1630, 20 Oct 196_		V.M.Bird I.M. BIRD, ENS, USN, Personnel Officer By direction of the Commanding Officer	
REPORTED AT (Ultimate destination) Naval Station Washington, D. C.	DATE REPORTED 20 Oct 196_	SIGNATURE AND RANK D. E. EFF, LT, USN Personnel Officer By direction of the CO	
NAME (Last, first, middle) WALKER, James Henry		SERVICE NO. 929 89 46	BRANCH AND CLASS USN
DATE TRANSFERRED	NO. MOS. S/PSD THIS COMMAND	ACTIVITY TO WHICH TRANSFERRED	
RATE	PURPOSE OF TRANSFER (Duty, Instruction, etc.)		

52.37

Figure 8-9.—Transfers and Receipts.

designed to include on one page all the service information required by the Navy for record purposes upon discharge, release from active duty, change of status, or death. (See fig. 8-11.) It also provides an order to the disbursing officer to make all necessary credits and payments to close out the pay record. The accuracy of data in this form may have a marked effect on future employment, veterans' gratuity, travel allowance, and personal funds available. This form should not be confused with the page 15 although much of the data relates to that required for the DD 214N.

Record of Discharge from the U.S. Naval Reserve, NAVPERS 601-14 (Inactive), is used to close the service records of inactive Naval



ADMINISTRATIVE REMARKS

SHIP OR STATION
USS GLORY (C[illegible]-00)

16 Jun 67: Completed course of instruction in the Code of Conduct for Members of the Armed Forces of the United States in accordance with U. S. Navy Regulations, Article 0740.1 and BuPers Manual, Article D-5101.

J. K. Ell
J. K. ELL, LT, USN, Personnel Officer
By direction of the Commanding Officer

12 Jul 67: Completed three months messman duties this date.

J. K. Ell
J. K. ELL, LT, USN, Personnel Officer
By direction of the Commanding Officer

2 Aug 67: Recommended for advancement and nominated for examination. Eligible in all respects for participation in Navy-wide competitive examination for____.

E. F. Gee
E. F. GEE, LTJG, USNR, Personnel Officer
By direction of the Commanding Officer

1 Dec 67: On unauthorized absence from 0800 this date. Intentions unknown (if known, state facts.)

A. B. Sea
A. B. SEA, LT, USN, Personnel Officer
By direction of the Commanding Officer

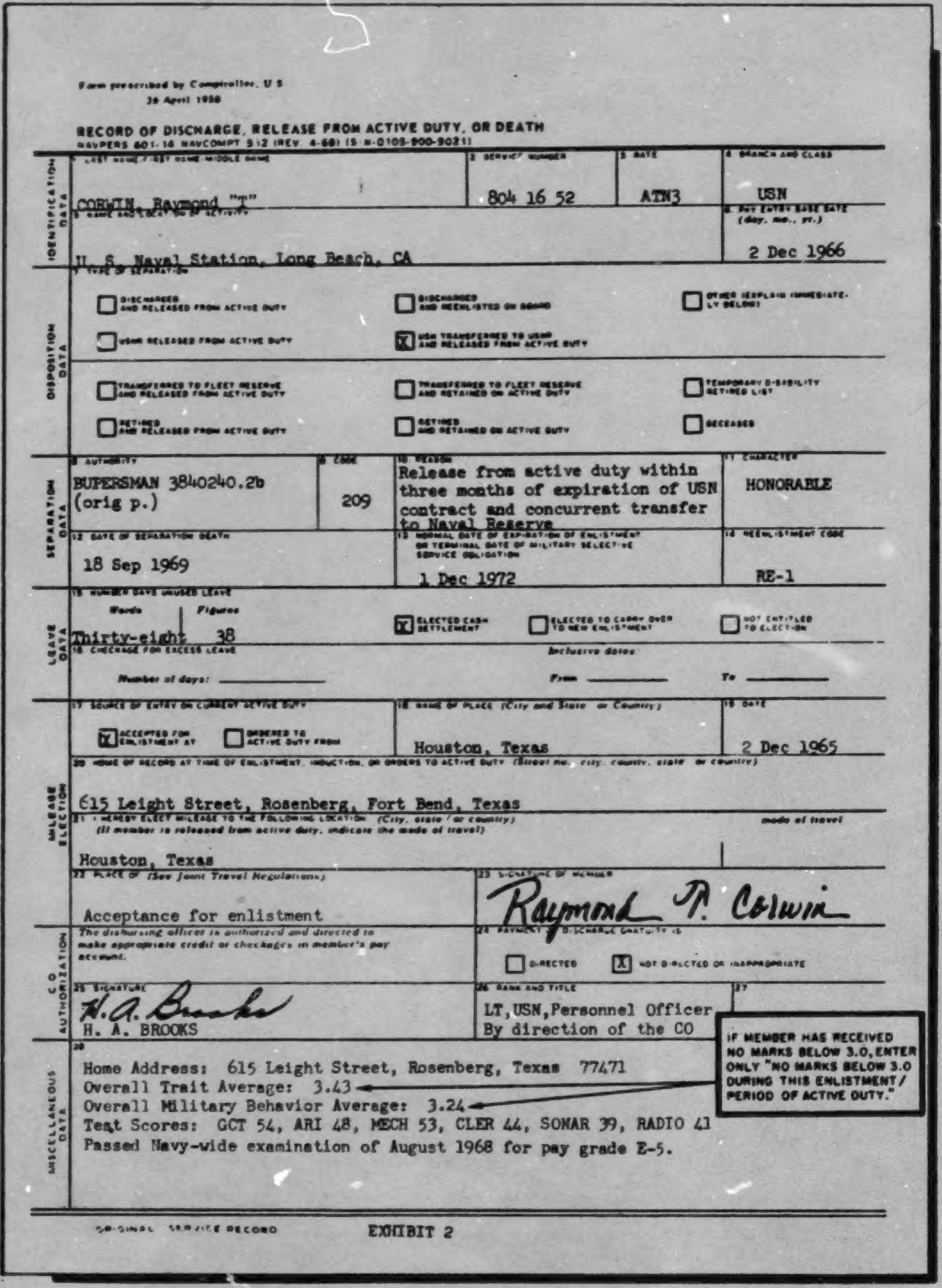
11 Dec 67: Declared an unauthorized absentee from the USS GLORY (CVA-00) since 0800, 1 Dec 67. DD Form 553 issued. Personal effects collected, inventoried and placed in safekeeping.

A. B. Sea
A. B. SEA, LT, USN, Personnel Officer
By direction of the Commanding Officer

NAME (Last, First, Middle) DOE, JOHN JAMES	SERVICE NO. 000 00 00	BRANCH AND CLASS USN

ADMINISTRATIVE REMARKS—NAVPERS 601-13 (Rev. 12-61) 13 2

6.26
Figure 8-10. — Administrative Remarks.



Form prescribed by Comptroller, U S
26 April 1950

RECORD OF DISCHARGE, RELEASE FROM ACTIVE DUTY, OR DEATH
NAVPERS 601-14 NAVCOMPT 512 (REV. 4-68) (S/N-0105-900-9021)

IDENTIFICATION DATA

1 Last name first name middle name: CORWIN, Raymond "T"
2 Service number: 804 16 52
3 Rate: ATN3
4 Branch and class: USN
5 Name and location of activity: U. S. Naval Station, Long Beach, CA
6 Pay entry base date (day, mo., yr.): 2 Dec 1966

DISPOSITION DATA

7 Type of separation

☐ Discharged and released from active duty
☐ Discharged and reenlisted on board
☐ Other (explain immediately below)
☐ USNR released from active duty
☒ USN transferred to USNR and released from active duty
☐ Transferred to Fleet Reserve and released from active duty
☐ Transferred to Fleet Reserve and retained on active duty
☐ Temporary disability retired list
☐ Retired and released from active duty
☐ Retired and retained on active duty
☐ Deceased

SEPARATION DATA

8 Authority: BUPERSMAN 3840240.2b (orig p.)
9 Code: 209
10 Reason: Release from active duty within three months of expiration of USN contract and concurrent transfer to Naval Reserve
11 Character: HONORABLE
12 Date of separation/death: 18 Sep 1969
13 Normal date of expiration of enlistment or terminal date of military selective service obligation: 1 Dec 1972
14 Reenlistment code: RE-1

LEAVE DATA

15 Number days unused leave — Words: Thirty-eight Figures: 38
☒ Elected cash settlement ☐ Elected to carry over to new enlistment ☐ Not entitled to election
16 Checkage for excess leave
Number of days: ____________ Inclusive dates From ____________ To ____________

MILEAGE ELECTION

17 Source of entry on current active duty: ☒ Accepted for enlistment at ☐ Ordered to active duty from
18 Name of place (City and State or Country): Houston, Texas
19 Date: 2 Dec 1965
20 Home of record at time of enlistment, induction, or orders to active duty (Street no., city, county, state or country): 615 Leight Street, Rosenberg, Fort Bend, Texas
21 I hereby elect mileage to the following location (City, state / or country) (If member is released from active duty, indicate the mode of travel): Houston, Texas
mode of travel
22 Place of (See Joint Travel Regulations): Acceptance for enlistment
23 Signature of member: Raymond T. Corwin

CO AUTHORIZATION

The disbursing officer is authorized and directed to make appropriate credit or checkages in member's pay account.
24 Payment of discharge gratuity is ☐ Directed ☒ Not directed or inappropriate
25 Signature: H. A. Brooks
H. A. BROOKS
26 Rank and title: LT, USN, Personnel Officer
By direction of the CO
27

MISCELLANEOUS DATA

28
Home Address: 615 Leight Street, Rosenberg, Texas 77471
Overall Trait Average: 3.43
Overall Military Behavior Average: 3.24
Test Scores: GCT 54, ARI 48, MECH 53, CLER 44, SONAR 39, RADIO 41
Passed Navy-wide examination of August 1968 for pay grade E-5.

IF MEMBER HAS RECEIVED NO MARKS BELOW 3.0, ENTER ONLY "NO MARKS BELOW 3.0 DURING THIS ENLISTMENT/ PERIOD OF ACTIVE DUTY."

ORIGINAL SERVICE RECORD

EXHIBIT 2

52.38

Figure 8-11.—Record of Discharge, Release from Active Duty, or Death.

Reserve members honorably discharged by reason of expiration of obligated service. Records of inactive Naval Reserve members discharged for any other reason are closed by an entry on page 13.

Page 15—Armed Forces of the United States Report of Transfer or Discharge, often referred to by its short title, DD Form 214N, is the last of the required pages of the service record. (See fig. 8-12.) It is a multiple purpose form designed to accomplish the following:

1. Provide separated personnel with a concise record of such data pertaining to their active service in the Armed Forces as is required for the purpose of:

a. obtaining civilian employment commensurate with their service qualifications and experience,

b. claiming such veterans' benefits as may accrue under Federal and State legislation, and

c. applying for reenlistment or reentry into active service in any component of the Armed Forces.

2. Provide various Government agencies, including the United States Employment Service of the Department of Labor, the Veterans Administration, and the Selective Service System with an authoritative concise record of such data pertaining to an individual's active service in the Armed Forces as is required for the administration of Federal legislation applicable to the persons who have been separated from such active service.

3. Provide the respective component of the Armed Forces with a concise record of such active service data pertaining to an individual as is required for administrative purposes, including determinations of eligibility for enlistment or reenlistment.

The DD 214N is prepared and distributed in accordance with BUPERSINST 1900.2 and BUPERSMAN. The original is delivered to the individual when he is released from active duty, has a change of status or component if continuing on active duty, or is discharged for the purpose of immediate enlistment/reenlistment. (DD Form 214N is not issued to members discharged while on inactive duty. On the other hand, it is issued to Naval Reserve members released from active duty before completion of an enlistment and to members being retired or transferred to the Fleet Reserve and concurrently released from active duty.)

Record of Practical Factors

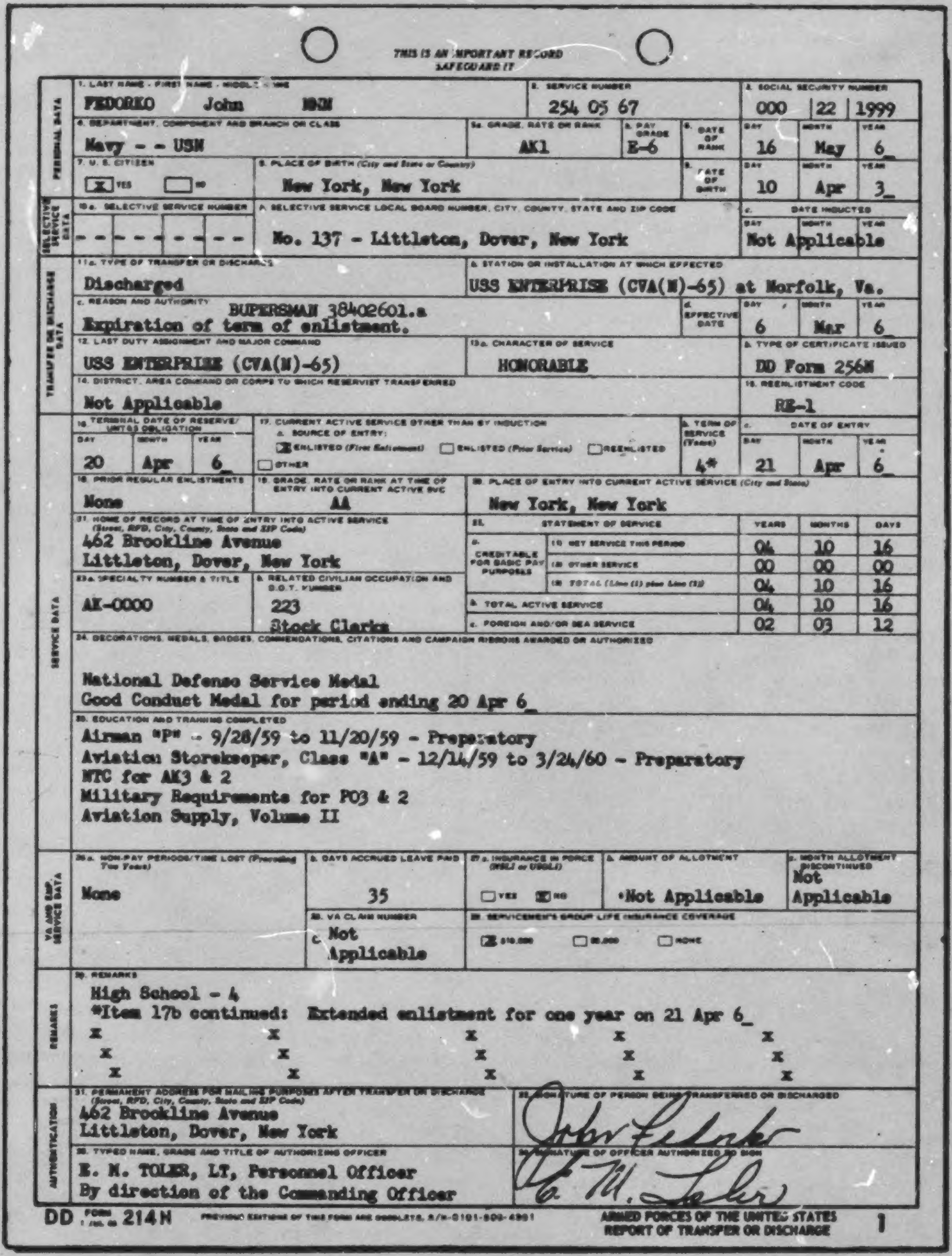
Record of Practical Factors, NAVPERS 1414/1 (formerly NAVPERS 760) is a checkoff sheet of the practical military and occupational requirements for advancement as defined in the Manual of Qualifications for Advancement, NAVPERS 18068. A copy of this record must be maintained for every enlisted man in pay grades E-2 through E-8. During a man's tour of duty in a ship or station the NAVPERS 1414/1 is held by the division officer or by the appropriate supervising officer concerned with his training. As the man completes the various factors, the dates of completion are entered and authenticated by the initials of this officer. (See fig. 8-13.) A second copy of NAVPERS 1414/1 should be made available to each member in pay grades E-2 through E-8 for his personal record and guidance.

Use of the Record of Practical Factors does not replace entries on page 13 of the service record certifying completion of practical factors or other required entries in the service record.

Upon the man's transfer, the NAVPERS 1414/1 is signed by the division officer or supervising officer and is inserted in the correspondence (left) side of the enlisted service record. When a man is discharged and does not immediately reenlist, the Record of Practical Factors is inserted in the correspondence side of the closed service record. If a man who has served in pay grade E-2 or higher reenlists within 1 year, his NAVPERS 1414/1 should be requested from the Chief of Naval Personnel.

Left Side Of Folder

In addition to the required pages 1-15 filed on the right side, there are other official and unofficial papers required for record and safekeeping purposes, and the Record of Practical Factors, filed on the left side. A separator, Career Performance Data, NAVPERS 1070/617, is used on the left side and all evaluation reports, commendations, and other performance material are filed under this separator. Upon separation from active duty, documents of a personal nature; e.g., birth certificates, original citations, et cetera, and other prescribed documents are removed and given to the member.



THIS IS AN IMPORTANT RECORD
SAFEGUARD IT

PERSONAL DATA

1. LAST NAME - FIRST NAME - MIDDLE NAME: FEDORKO John NMN
2. SERVICE NUMBER: 254 05 67
3. SOCIAL SECURITY NUMBER: 000 | 22 | 1999
4. DEPARTMENT, COMPONENT AND BRANCH OR CLASS: Navy - - USN
5a. GRADE, RATE OR RANK: AK1
b. PAY GRADE: E-6
6. DATE OF RANK: DAY 16 MONTH May YEAR 6_
7. U. S. CITIZEN: ☒ YES ☐ NO
8. PLACE OF BIRTH (City and State or Country): New York, New York
9. DATE OF BIRTH: DAY 10 MONTH Apr YEAR 3_

SELECTIVE SERVICE DATA

10a. SELECTIVE SERVICE NUMBER: - - - - - - - - - -
b. SELECTIVE SERVICE LOCAL BOARD NUMBER, CITY, COUNTY, STATE AND ZIP CODE: No. 137 - Littleton, Dover, New York
c. DATE INDUCTED: DAY MONTH YEAR Not Applicable

TRANSFER OR DISCHARGE DATA

11a. TYPE OF TRANSFER OR DISCHARGE: Discharged
b. STATION OR INSTALLATION AT WHICH EFFECTED: USS ENTERPRISE (CVA(N)-65) at Norfolk, Va.
c. REASON AND AUTHORITY: BUPERSMAN 38402601.a
Expiration of term of enlistment.
d. EFFECTIVE DATE: DAY 6 MONTH Mar YEAR 6_
12. LAST DUTY ASSIGNMENT AND MAJOR COMMAND: USS ENTERPRISE (CVA(N)-65)
13a. CHARACTER OF SERVICE: HONORABLE
b. TYPE OF CERTIFICATE ISSUED: DD Form 256N
14. DISTRICT, AREA COMMAND OR CORPS TO WHICH RESERVIST TRANSFERRED: Not Applicable
15. REENLISTMENT CODE: RE-1

SERVICE DATA

16. TERMINAL DATE OF RESERVE/UMTS OBLIGATION: DAY 20 MONTH Apr YEAR 6_
17. CURRENT ACTIVE SERVICE OTHER THAN BY INDUCTION
a. SOURCE OF ENTRY: ☒ ENLISTED (First Enlistment) ☐ ENLISTED (Prior Service) ☐ REENLISTED ☐ OTHER
b. TERM OF SERVICE (Years): 4*
c. DATE OF ENTRY: DAY 21 MONTH Apr YEAR 6_
18. PRIOR REGULAR ENLISTMENTS: None
19. GRADE, RATE OR RANK AT TIME OF ENTRY INTO CURRENT ACTIVE SVC: AA
20. PLACE OF ENTRY INTO CURRENT ACTIVE SERVICE (City and State): New York, New York
21. HOME OF RECORD AT TIME OF ENTRY INTO ACTIVE SERVICE (Street, RFD, City, County, State and ZIP Code):
462 Brookline Avenue
Littleton, Dover, New York
23a. SPECIALTY NUMBER & TITLE: AK-0000
b. RELATED CIVILIAN OCCUPATION AND D.O.T. NUMBER: 223
Stock Clerks

22. STATEMENT OF SERVICE		YEARS	MONTHS	DAYS
a. CREDITABLE FOR BASIC PAY PURPOSES	(1) NET SERVICE THIS PERIOD	04	10	16
	(2) OTHER SERVICE	00	00	00
	(3) TOTAL (Line (1) plus Line (2))	04	10	16
b. TOTAL ACTIVE SERVICE		04	10	16
c. FOREIGN AND/OR SEA SERVICE		02	03	12

24. DECORATIONS, MEDALS, BADGES, COMMENDATIONS, CITATIONS AND CAMPAIGN RIBBONS AWARDED OR AUTHORIZED:
National Defense Service Medal
Good Conduct Medal for period ending 20 Apr 6_

25. EDUCATION AND TRAINING COMPLETED:
Airman "P" - 9/28/59 to 11/20/59 - Preparatory
Aviation Storekeeper, Class "A" - 12/14/59 to 3/24/60 - Preparatory
NTC for AK3 & 2
Military Requirements for PO3 & 2
Aviation Supply, Volume II

VA AND EMP. SERVICE DATA

26a. NON-PAY PERIODS/TIME LOST (Preceding Two Years): None
b. DAYS ACCRUED LEAVE PAID: 35
27a. INSURANCE IN FORCE (NSLI or USGLI): ☐ YES ☒ NO
b. AMOUNT OF ALLOTMENT: •Not Applicable
c. MONTH ALLOTMENT DISCONTINUED: Not Applicable
28. VA CLAIM NUMBER: c. Not Applicable
29. SERVICEMEN'S GROUP LIFE INSURANCE COVERAGE: ☒ $10,000 ☐ $5,000 ☐ NONE

REMARKS

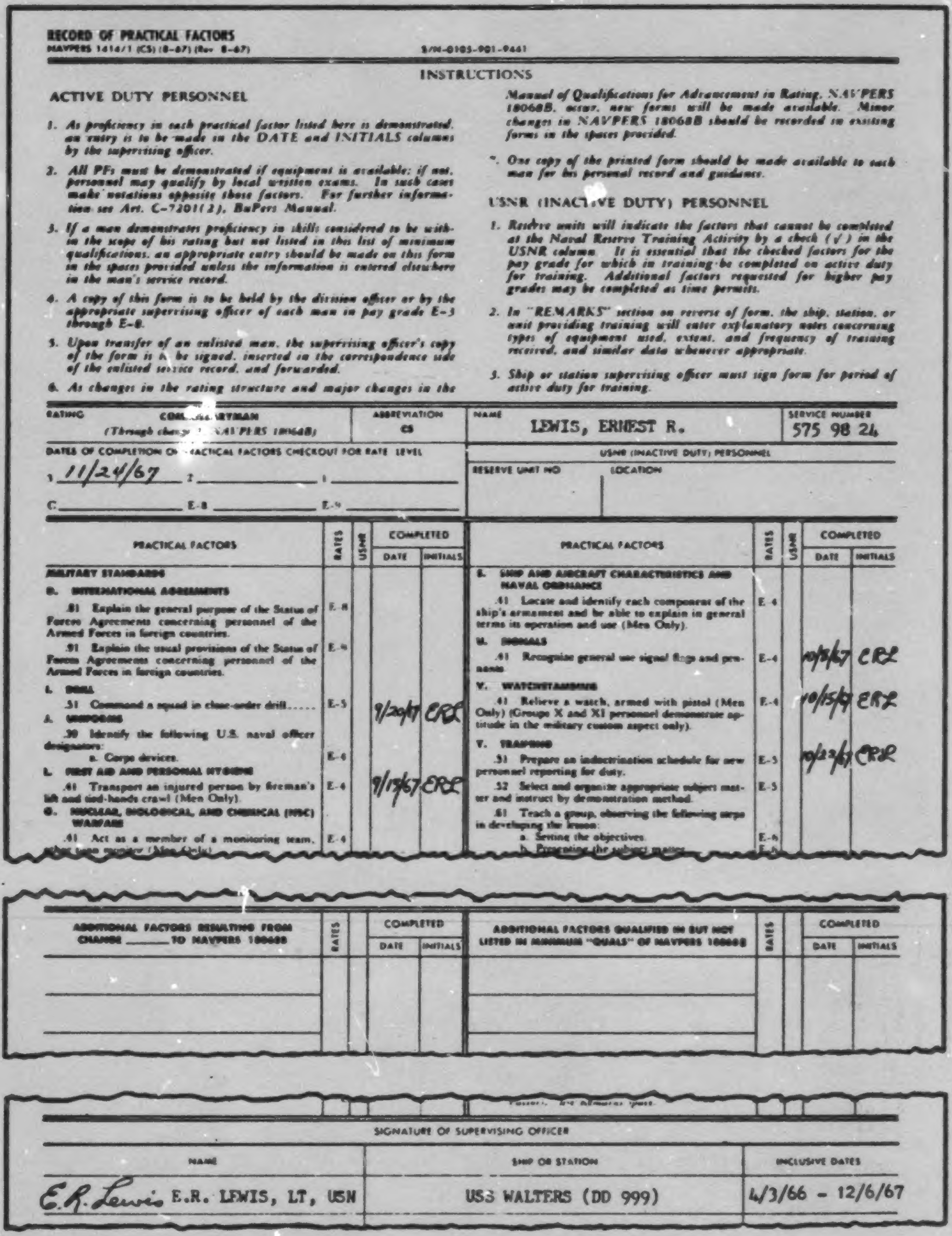
30. REMARKS:
High School - 4
*Item 17b continued: Extended enlistment for one year on 21 Apr 6_
x x x x x
x x x x x
x x x x x

AUTHENTICATION

31. PERMANENT ADDRESS FOR MAILING PURPOSES AFTER TRANSFER OR DISCHARGE (Street, RFD, City, County, State and ZIP Code):
462 Brookline Avenue
Littleton, Dover, New York
32. SIGNATURE OF PERSON BEING TRANSFERRED OR DISCHARGED: John Fedorko
33. TYPED NAME, GRADE AND TITLE OF AUTHORIZING OFFICER:
E. M. TOLER, LT, Personnel Officer
By direction of the Commanding Officer
34. SIGNATURE OF OFFICER AUTHORIZED TO SIGN: E. M. Toler

DD FORM 1 JUL 66 214N PREVIOUS EDITIONS OF THIS FORM ARE OBSOLETE. S/N-0101-803-4901
ARMED FORCES OF THE UNITED STATES
REPORT OF TRANSFER OR DISCHARGE
1

52.39
Figure 8-12.—Armed Forces of the United States Report of Transfer or Discharge.



RECORD OF PRACTICAL FACTORS
NAVPERS 1414/1 (CS) (8-67) (Rev. 8-67)

S/N-0105-901-9441

INSTRUCTIONS

ACTIVE DUTY PERSONNEL

1. *As proficiency in each practical factor listed here is demonstrated, an entry is to be made in the DATE and INITIALS columns by the supervising officer.*
2. *All PFs must be demonstrated if equipment is available; if not, personnel may qualify by local written exams. In such cases make notations opposite those factors. For further information see Art. C-7201(2), BuPers Manual.*
3. *If a man demonstrates proficiency in skills considered to be within the scope of his rating but not listed in this list of minimum qualifications, an appropriate entry should be made on this form in the spaces provided unless the information is entered elsewhere in the man's service record.*
4. *A copy of this form is to be held by the division officer or by the appropriate supervising officer of each man in pay grade E-3 through E-8.*
5. *Upon transfer of an enlisted man, the supervising officer's copy of the form is to be signed, inserted in the correspondence side of the enlisted service record, and forwarded.*
6. *As changes in the rating structure and major changes in the Manual of Qualifications for Advancement in Rating, NAVPERS 18068B, occur, new forms will be made available. Minor changes in NAVPERS 18068B should be recorded in existing forms in the spaces provided.*
7. *One copy of the printed form should be made available to each man for his personal record and guidance.*

USNR (INACTIVE DUTY) PERSONNEL

1. *Reserve units will indicate the factors that cannot be completed at the Naval Reserve Training Activity by a check (√) in the USNR column. It is essential that the checked factors for the pay grade for which in training be completed on active duty for training. Additional factors requested for higher pay grades may be completed as time permits.*
2. *In "REMARKS" section on reverse of form, the ship, station, or unit providing training will enter explanatory notes concerning types of equipment used, extent, and frequency of training received, and similar data whenever appropriate.*
3. *Ship or station supervising officer must sign form for period of active duty for training.*

RATING COMMISSARYMAN (Through change 1 NAVPERS 18068B)

ABBREVIATION CS

NAME LEWIS, ERNEST R.

SERVICE NUMBER 575 98 24

DATES OF COMPLETION OF PRACTICAL FACTORS CHECKOUT FOR RATE LEVEL

3 11/24/67 2 ______ 1 ______

C ______ E-8 ______ E-9 ______

USNR (INACTIVE DUTY) PERSONNEL

RESERVE UNIT NO

LOCATION

PRACTICAL FACTORS	RATES	USNR	COMPLETED DATE	COMPLETED INITIALS
MILITARY STANDARDS				
D. INTERNATIONAL AGREEMENTS				
.81 Explain the general purpose of the Status of Forces Agreements concerning personnel of the Armed Forces in foreign countries.	E-8			
.91 Explain the usual provisions of the Status of Forces Agreements concerning personnel of the Armed Forces in foreign countries.	E-9			
I. DRILL				
.51 Command a squad in close-order drill......	E-5		9/20/67	ERL
J. UNIFORMS				
.39 Identify the following U.S. naval officer designators: a. Corps devices.	E-4			
L. FIRST AID AND PERSONAL HYGIENE				
.41 Transport an injured person by fireman's lift and tied-hands crawl (Men Only).	E-4		9/19/67	ERL
O. NUCLEAR, BIOLOGICAL, AND CHEMICAL (NBC) WARFARE				
.41 Act as a member of a monitoring team, other than monitor (Men Only)	E-4			

PRACTICAL FACTORS	RATES	USNR	COMPLETED DATE	COMPLETED INITIALS
S. SHIP AND AIRCRAFT CHARACTERISTICS AND NAVAL ORDNANCE				
.41 Locate and identify each component of the ship's armament and be able to explain in general terms its operation and use (Men Only).	E-4			
U. SIGNALS				
.41 Recognize general use signal flags and pennants.	E-4		10/5/67	ERL
V. WATCHSTANDING				
.41 Relieve a watch, armed with pistol (Men Only) (Groups X and XI personnel demonstrate aptitude in the military custom aspect only).	E-4		10/15/67	ERL
Y. TRAINING				
.51 Prepare an indoctrination schedule for new personnel reporting for duty.	E-5		10/22/67	ERL
.52 Select and organize appropriate subject matter and instruct by demonstration method.	E-5			
.61 Teach a group, observing the following steps in developing the lesson:				
a. Setting the objectives.	E-6			
b. Presenting the subject matter	E-6			

ADDITIONAL FACTORS RESULTING FROM CHANGE ____ TO NAVPERS 18068B	RATES		COMPLETED DATE	COMPLETED INITIALS

ADDITIONAL FACTORS QUALIFIED IN BUT NOT LISTED IN MINIMUM "QUALS" OF NAVPERS 18068B	RATES		COMPLETED DATE	COMPLETED INITIALS

SIGNATURE OF SUPERVISING OFFICER

NAME	SHIP OR STATION	INCLUSIVE DATES
E.R. Lewis E.R. LEWIS, LT, USN	USS WALTERS (DD 999)	4/3/66 - 12/6/67

52.40

Figure 8-13.—Record of Practical Factors.

VERIFICATION OF SERVICE RECORDS

To ensure that service records are accurate and complete and that instructions regarding them are being followed, a review of the service records of all enlisted personnel is made by all activities annually during the period 1-30 September. Reviews are also made when personnel are received for duty and when they are detached. The review is to ascertain that, in accordance with current instructions, all required entries have been properly made in the service record; that duplicate pages required by BUPERS or other activities are not contained in the service record; and that misfiled pages from other persons' records are discovered and are properly filed or forwarded. Before the annual review of service records is made, the 1070 series of the Navy Directives System is consulted for additional instructions regarding comparison of information contained in the person's service record with information contained in his or her pay record and health record.

A notation of verification of the enlisted service record is made on the inside cover of the service record.

The enlisted service record constitutes a permanent history of an individual's service in the Navy and is a chronological record of facts and events incident to such service. Once information is entered in a service record it may be corrected only in accordance with instructions contained in BUPERSMAN 5040100. It is the responsibility of commanding officers to ensure that service record entries are signed only by authorized personnel in accordance with the instructions given in BUPERSMAN 5030100.

The enlisted service record and the enlisted jacket in BUPERS are used for various purposes. The enlisted jacket is used by selection boards for selection of senior and master chief petty officers as well as for selection of commissioned officers from the enlisted ranks. Service records are also used as original source documents for information compiled by personnel diaries. Even after discharge or retirement, the records serve in a number of important ways—for Veterans Administration benefits, such as home loans and schooling, claims for pensions, disability treatment and hospitalization; Federal or civilian employment; school credits, and for many other possible circumstances of the future.

The importance of completeness and accuracy in enlisted records cannot be overemphasized. It is the duty of each officer responsible for making entries as well as each personnel officer to ensure this accuracy and completeness.

CIVILIAN PERSONNEL ACCOUNTING

Accounting for Navy civilian personnel has become an increasingly complex procedure due to the requirements placed upon it by a mixture of legislative, executive, and administrative actions. Laws, executive orders, and management requirements have increased the type of data required on a recurring basis from simple strength figures to data including sex, age, occupations, geographic distribution, classification, grade, pay, citizenship, and minority group employment.

The Civil Service Commission was authorized to collect data on civilian employees from all Federal agencies as far back as 1883. However, civilian personnel reporting by Government agencies was not standardized until February 1925, when standardization was directed by President Calvin Coolidge. The Navy Department issued a circular letter dated February 16, 1925, requesting the monthly submission of personnel statistics on a standard form for the Civil Service Commission. During the period from 1925 to 1942, many modifications of reporting requirements occurred. The basic legal authority for the CSC requiring reports is section 2951 of title 5, United States Code (USC).

By 1970, Civil Service Commission requirements included the following major reports in addition to many other recurring and special reports.

1. Notifications of personnel actions.
2. Monthly reports of Federal civilian employment.
3. Annual reports on salary distribution of employment.
4. Annual reports on geographic distribution of employment.
5. Annual reports on State distribution of Federal payrolls.
6. Annual reports on Incentive Awards Programs.
7. Payroll change slips and pay period reports of withholdings and contributions for life insurance, health insurance, and retirement.
8. Monthly reports on hiring the handicapped.
9. Annual summaries of Retirement Fund transactions.
10. Annual reports of training.

11. Annual reports on total number of GS-16, 17, 18 positions and information about the duties of, and incumbents in, such positions.
12. Quarterly narrative reports on women employees.
13. Biennial reports on minority group employment.

In order to meet these requirements and those of the Bureau of the Budget, the Bureau of Labor Statistics, and Members and Committees of Congress, the Office of Civilian Manpower Management maintains a civilian personnel accounting system. In addition, special statistical studies are developed for analysis of the manpower management profile.

OCMM obtains data for many of the various reports through the Personnel Automated Data System (PADS) and feeder reports submitted by activities to OCMM.

Reports are prescribed in FPM 291 and CMMI 291.

FEDERAL PERSONNEL MANAGEMENT INFORMATION SYSTEM

In order to apply the advantages of utilizing automatic data processing (ADP) to maintaining civilian personnel records, the Bureau of Manpower Information Systems of the Civil Service Commission is currently developing a Government-wide Federal Personnel Management Information System (FPMIS).

For several years work on various phases of a Federal automated personnel information system has been accomplished through efforts of the Commission's staff assisted by Interagency Group Committees, special study groups, and contractor study of the feasibility of developing and implementing a completely automated centralized communications-oriented system. This system would include a centralized computer file on all employees of the Federal Government.

Consultations with the Bureau of the Budget resulted in the evolutionary approach to developing and implementing a Federal-wide system. Design and implementation of a Government-wide standard personnel statistical subsystem of FPMIS would be the first step.

A preliminary plan incorporating the work related to other phases of FPMIS already developed, together with the concept and plans for the automated statistical system, were coordinated in mid-1970 with Federal agencies (including Navy as part of the DOD review). The Commission then considered the recommendations received from Government agencies for developing a revised plan for FPMIS.

The personnel statistical system concept and plans call for establishment and maintenance of a standard computerized record on each Federal employee—a central data bank with information on 3 million civilian employees in 105 agencies. Agencies with automated systems are to provide monthly updated magnetic tape files for their employees within standard guidelines to be issued by the Commission. A central service bureau is to provide ADP services to smaller agencies that do not have access to computers.

The central data bank is to provide the basis for producing a number of recurring and special reports now compiled from reports prepared at the agency level, thus eliminating those reporting requirements. The data bank also is to be used for special studies and research related to the Federal work force.

A closely-related phase of the FPMIS plan is establishment of standard data elements for the Commission system and for application in personnel systems throughout the Federal service. Considerable progress has been made in developing such standards through work completed by the Commission's Office of Personnel Data Standardization and an Interagency Group Committee. The data standardization program is described in FPM Chapter 292.

The impact of the Federal-wide automated statistical system and implementation of standard data elements on the Navy Automated Civilian Manpower Information System (NACMIS) and locally developed automated systems cannot be fully evaluated at this time. As the systems development progresses, implementation planning is to be included in the overall plan for FPMIS and promulgated in the FPM.

Guidance for agencies in the use of automatic data processing in personnel administrative is given in FPM 290; it contains interium instructions for agency conversion to ADP systems pending the completion of the FPMIS. When the system is developed, FPM 290 is to be expanded as necessary, FPM 292 is to be revised, and a new FPM Supplement 292-1 is to be issued to give the detailed procedures developed for the Personnel Data Standardization Program. Other chapters in the FPM 290 series will be revised as needed to reflect the impact of the changes made by the FPMIS. One anticipated change is that agencies with the ADP capability can then maintain automated records of retirement contributions and service credit.

PERSONNEL AUTOMATED DATA SYSTEM

The Personnel Automated Data System (PADS) is designed to maintain a central information data bank of Navy civilian personnel records and to produce by computer from this data bank both regularly recurring and ad hoc civilian personnel reports. The objectives of PADS are: (1) a reduction of clerical work involved in preparing regularly recurring and special reports; (2) immediacy of response to queries; and (3) provision of a data bank for research.

Background Information

Originally, PADS was designed to automate approximately twenty of the regularly recurring personnel reports required by the Civil Service Commission, the Department of Defense, and other offices outside of Navy. These reports are now centrally produced. Prior to PADS, each naval activity was required to submit monthly information on its civilian personnel via the NAVEXOS 695, from which the all-Navy statistics were compiled. Now, monthly civilian personnel data is produced by combining individual employee data from the PADS Master Employee File and activity data from the NAVSO 12280/12, Monthly Report of Personnel.

Formerly special requests from the Department of Defense, Congressional committees, Presidential task forces, and other sources necessitated imposing additional report requirements on field activities. Now, information for such special requests is available in the central data bank, and is compiled by computer, thus eliminating both the submission of one-time forms by individual activities and the tabulation of statistics by Office of Civilian Manpower Management clerical personnel. In this way is achieved not only a net savings of clerical effort, but also greater timeliness of reported data.

Data Elements

The data bank utilized by PADS contains thirty-four data elements for each of the 350,000 civilian employees of the Navy; these include such identifying items as name, Social Security number, activity to which assigned, and occupation, as well as descriptive items giving the employee's appointment type, amount of pay, pay plan, et cetera. All of this information is stored in a file consisting of ten reels of magnetic tape and is updated monthly by changes submitted by approximately 285 servicing activities.

Other Uses of PADS Data

An aspect of PADS which is becoming increasingly important is its use as a source of data for research.

Studies are underway using periodic past PADS data files as "snapshots" of the Navy civilian workforce at particular times. The development of rates of movement between various job-type categories over the period studied is then possible. Other studies are involved in examining the parameters of age and length of service to determine the effects of aging and retirements on the Navy. PADS will also serve as one of the sources of data for manpower planning models under development by the Office of Civilian Manpower Management in order to allow a better management appraisal of the problems and possibilities which lie ahead.

CVIILIAN PERSONNEL FOLDER

All Naval, Marine Corps, and Military Sealift Command (MSC) activities, both departmental and field, must maintain certain basic personnel records for civilians under their jurisdiction. These records and files are required by the Civil Service Commission and are prescribed in the *Federal Personnel Manual*, Chapter 293 and FPM Supplement 293-31.

The Official Personnel Folder, maintained in the Civilian Personnel Office, is the official repository of the records and reports of personnel actions effected during an employee's Federal service and the documents and papers required in connection with these actions. The personnel action reports and other documents, filed as permanent records in the folder, give legal force and effect to personnel transactions and establish employee rights and benefits under the pertinent laws and regulations governing Federal employment.

The folder "travels" with the employee throughout his entire Federal career. When the employee is separated from the Federal service, the folder is transferred to the National Personnel Records Center (Civilian), 111 Winnebago St., St. Louis, Missouri 63118, and becomes part of the central file of former Federal employees. If he is hired after a break in his Federal civilian employment, the folder is obtained from the National Personnel Records Center (Civilian).

On the right side of the Official Personnel Folder are filed permanent records that affect the employee's status and service. These documents are designated by the Civil Service Commission and only the items so designated are to be retained as permanent records. On the left side of the folder are records of temporary value. In general, these are documents leading to a formal action but not constituting a record of it or making a substantial contribution to the employee's record.

Personnel folders are of official nature, and only those persons whose duties so require should have access to them. Employees may review their own personnel folders except for certain restricted documents (such as qualifications questionnaires, security investigation records, and examination papers).

Agencies are required to retain Official Personnel Folders for 30 days after an employee is separated. Upon expiration of the 30-day retention period, agencies must transfer the folders without delay to the National Personnel Records Center (Civilian) unless the excepted situations in FPM 293 apply. Prior to the release of the Official Personnel Folder to the National Personnel Records Center (Civilian), the releasing agency reviews the contents of the folder to ensure for example, that:

- All outstanding permanent records are properly included, arranged in the specified order, and securely fastened.
- All exact duplicates of records and records no longer properly retained on the right side are removed.
- All temporary records on the left side of the folder are removed and destroyed in accordance with FPM 293.

REQUESTS FOR INFORMATION

Requests for information or access to Department of the Navy records are occasionally received from both persons who have a direct interest in such records (such as the member, his dependents, surviving relatives, his legal representative, et cetera) and from members of the general public. While the American people are entitled to information concerning their Government and its operations in accordance with 5 USC 552, as amended by PL 90-23 (effective 4 July 1967), obviously many records are exempted from public disclosure by statutory exemptions, Executive Orders or regulations, security classification, or because they are considered privileged information or are otherwise considered exempt from public disclosures. SECNAVINST 5720.42A and OPNAVINST 5720, of 28 January 1971 set forth policies and procedures for making Department of the Navy records available and discuss those that are exempt from disclosure in accordance with 5 USC 552, as amended, and DOD Instruction 5400.7 of 23 June 1967. It also lists the official authorized to deny or grant requests and where to refer requests for information concerning various subjects such as court-martial matters, other legal matters, military and civilian personnel records, and medical records of military dependents, civilians, and servicemen.

Medical and personnel records are generally exempt from public disclosure. Parts of these records may be made available to persons with a direct interest, the individuals themselves, or persons authorized by the individual to examine applicable records (such as a legal representative or authorized private physician).

SECNAVINST 5720.42A states that information in personnel and medical files as well as information in similar files, that if disclosed to a member of the public, would result in a clearly unwarranted invasion of personal privacy should be safeguarded. However, when the sole and exclusive basis for withholding information is protection of the personal privacy of an individual, the information should not be withheld from him or his designated legal representative. An individual's personnel, medical, or similar file may be withheld from him or from his designated legal representative for reasons other than the protection of his personal privacy, when Civil Service Commission or other validly promulgated regulations so authorize. Chapters 293, 294, and 339 of the Federal Personnel Manual discuss the release (or availability) of official information from active and inactive civilian personnel records. Directives or other authorities dealing with military personnel records and various other types of records are cited in SECNAVINST 5720.42A and OPNAVINST 5720.26.

SUMMARY

Personnel records, which are maintained by each activity, provide a ready source of information necessary to assign and administer personnel of the Naval Establishment. These records supply much of the data for officers and enlisted men, through personnel diaries by which the MAPMIS compiles accurate, current reports for activities, BUPERS, and other bureaus, systems command, and offices.

Officer records provide material for analyzing the qualifications of naval officers and evaluating their performance. Several files of information on each officer are maintained in Washington, and these records directly affect the assignment and promotion of the officer. Responsibility for the completeness and accuracy of his record lies with the officer himself and the commanding officer. Reviews of officer records are made annually and when any change in status occurs such as promotion, special duty, assignment to duty, and disciplinary action.

Enlisted service records, which are official histories of enlisted men's careers, furnish data upon which the Navy may base the distribution and rotation of enlisted personnel. Through them information on the abilities, training, and skills of individual enlisted members is made available for selecting and placing men in jobs so as to gain the greatest possible benefit for the Navy. Enlisted records also serve as substantiating documents for veteran's benefits, schooling, and civilian employment upon discharge or retirement.

Civilian personnel accounting supplies data required by law and administrative actions. The civilian personnel accounting system is maintained by the Office of Civilian Manpower Management. From information supplied by reporting activities, OCMM compiles reports for the Civil Service Commission, the Bureau of Labor Statistics, and the Congress.

Civilian personnel records provide the needed information for such reports and, in addition, serve as a repository for information required locally for administrative purposes, such as performance appraisal programs, incentive awards, adverse actions, status, and appeals.

Military personnel records and civilian records alike are official and inviolate. Only the individual himself, those specified by law or regulation, and those persons whose duties so require should have access to them.

CHAPTER 9

RECRUITMENT

This chapter discusses the recruitment policies and procedures for officers, enlisted members, and civilians. It provides the general knowledge that you will need both to recognize how the requirements and policies related to various programs are reflected in the qualifications and aptitudes of personnel in your activity and to counsel junior officers and qualified enlisted applicants concerning programs for which they may qualify. In this way, you can make a positive contribution to the Navy's recruitment and retention programs.

Recruitment for the Navy is handled differently for each of the three main groups of personnel: officer, enlisted, and civilian. Officer and enlisted personnel are recruited through programs administered by the Bureau of Naval Personnel. The Office of Civilian Manpower Management administers and coordinates the employment of civilians.

The differences in handling stem from differences in the types of programs, in the qualifications of applicants sought, and in the status to which personnel are being recruited. Cooperation with different agencies outside the Navy also introduces modifications. Recruiters of enlisted personnel and officer candidates must work with Selective Service and local draft boards. Further, in the case of officer recruitment, cooperation with the members of Congress enters into selections for the Naval Academy, and the NROTC Program and other college programs require collaboration with colleges and universities. The Civil Service Commission establishes procedures for the employment of most civilians.

NAVY RECRUITING SERVICE

Enlisted and officer personnel are recruited through the Navy Recruiting Service, the function of which is obtaining, through appointment and enlistment, adequate numbers of men and women who meet the physical, mental, moral, and other specific standards and qualifications for the Regular Navy and the Naval Reserve. The Navy Recruiting Service is responsible for recruiting throughout the Continental United States, Alaska, Hawaii, Puerto Rico, and the Philippines. Program direction is under the Assistant Chief of Naval Personnel for Personnel Control; project management responsibilities are assigned to the Director, Recruiting Division of the Bureau of Naval Personnel and various recruiting activities in the field.

The Recruiting Division of BUPERS exercises administrative control over the field activities through branches concerned with administration, officer programs, enlisted programs, and Naval Academy midshipmen.

Publicity for the Navy Recruiting Service is furnished by the Recruiting Aids Division of the Naval Personnel Program Support Activity located at Washington, D. C.

The Field Recruiting Service comprises eight recruiting areas, each under an area director; 37 main stations, each under a commanding officer; 19 class "A" substations, each under a commissioned officer in charge; and 14 class "B" substations and more than 800 branch stations, each under a petty officer in charge. Since branch stations are established and disestablished in accordance with the needs of the service, their number fluctuates.

The Area Directors of Navy Recruiting are responsible to the Chief of Naval Personnel for fulfilling the recruiting mission with respect to all officer and enlisted programs except those specifically assigned to Commander, Naval Reserve Training Command (CNRTC) and the Chief of Naval Air Reserve Training (CNARESTRA).

- Commander, Naval Reserve Training Command is responsible to the Chief of Naval Personnel for fulfilling the recruiting mission with respect to the enlisted Naval Reserve programs (except aviation programs) and the Reserve Officer Candidate program for which quota assignment is made separately. This responsibility is accomplished through Naval District Commandants and Commanding Officers of Naval Reserve Training activities.

- The Chief of Naval Air Reserve Training is responsible to the Chief of Naval Personnel for fulfilling the recruiting mission with respect to the Enlisted Aviation Naval Reserve Programs, the Aviation Officer Candidate Program, the Naval Aviation Officer Candidate Program, the Aviation Reserve Officer Candidate Program and the 1635 (A1) Direct Appointment Program, and processing applicants for the two-year Contract NROTC Program (Aviation Option). This responsibility is accomplished through Commanding Officers of Naval Air Stations and Naval Air Reserve Training Units of the Naval Air Reserve Training Command. CNARESTRA activities may also process officers requesting interservice transfer within the aviation structure; i.e., exclusively aviation designators.

The commanding officers of Naval Stations located at Charleston, S.C.; Norfolk, Va.; San Diego, Calif.; and Long Beach, Calif. have authority to reenlist continuous service applicants who have been separated over 24 hours. The commanding officer, Naval Station, San Diego has authority to effect broken service reenlistments.

The commandants of the TENTH, FOURTEENTH, FIFTEENTH, and SEVENTEENTH Naval Districts and certain area commanders located outside CONUS (listed in sections 13 and 14 of chapter 2 of the Navy Recruiting Manual, NAVPERS 15838A) are authorized to effect enlistments of applicants for the naval service without further reference to the Chief of Naval Personnel.

The Recruiting Service contributes personnel to staff the 74 Armed Forces Examining and Entrance Stations (AFEES) located within the United States and Puerto Rico. (There are 71 AFEES within CONUS plus one each in Honolulu, Anchorage, and San Juan.) All Armed Forces Examining and Entrance Stations are operated by the Department of the Army, which acts as executive agent for the Department of Defense.

OFFICER RECRUITMENT

Requirements for appointment in the Regular Navy and Naval Reserve are prescribed by statutes and regulations. Specific requirements for authorized procurement programs are prescribed in the Navy Recruiting Manual (CRUITMAN), NAVPERS 15838A, and procurement directives in the 1120 and 1510 series.

Navy officers are procured under policies established by the Secretary of the Navy and the Chief of Naval Personnel. The Chief of Naval Personnel implements these policies by issuing procurement directives to Navy recruiting stations and other Navy activities. These directives contain the basic authority for the procurement of officers and officer candidates, and outline the specific requirements and processing procedures.

The various officer procurement programs, Regular and Reserve, are maintained to meet present and projected requirements for active duty officers. Since Regular officer programs do not provide sufficient numbers of officers to meet these requirements, Reserve officer programs are maintained to provide the balance.

The Minority Officer Recruiting Effort (MORE) program is designed to provide information to minority communities for the purpose of recruiting qualified Negroes and members of other minority groups.

The various programs for procuring naval officers, Regular and Reserve, are discussed below. Many are referred to again in chapter 10 in the discussion of education and training.

REGULAR OFFICER PROGRAMS

Regular officer programs provide officers to maintain the career officer structure of the Navy. Qualified Reserve and USN (T) officers who apply are selected for Regular status as required to augment this structure.

All candidates for commissioned grade in the Regular Navy must be citizens of the United States. Applicants for certain designators must be citizens by birth.

Officer Candidate Programs

The Bureau of Naval Personnel maintains three officer candidate programs: the United States Naval Academy, the Regular Naval Reserve Officers Training Corps (NROTC) Program, and the Navy Enlisted Scientific and Education Program (NESEP). The first two programs are open both to civilian and service personnel, while the third is open only to active duty enlisted personnel of the Navy and Marine Corps. These programs are the major sources of unrestricted line officers in the Navy.

United States Naval Academy.—The United States Naval Academy at Annapolis, Maryland, provides 4 years of college training as midshipmen, United States Navy, leading to a commission as ensign in the Regular Navy, or as second lieutenant, United States Marine Corps. Complete details on admission requirements and methods of appointment to the Academy are contained in the Naval Academy Catalogue.

Regular Naval Reserve Officers Training Corps (NROTC).—The Regular Naval Reserve Officers Training Corps (NROTC) is established in units located at major colleges and universities in the United States. Regular students, selected by means of an annual competitive examination and selection procedure, are appointed midshipmen, USNR. Students in the Regular NROTC program are subsidized by the Navy (tuition, cost of textbooks, other related fees, and a monthly subsistence allowance of $50) and participate in 3 summer training periods. Upon graduation they are commissioned as ensigns in the line or staff corps of the Regular Navy or as second lieutenants, United States Marine Corps. They are required to serve a minimum of 4 years after commissioning. Qualifications for appointment to the Regular Reserve Officers Training Corps are published in an annual NROTC bulletin. Details of the program are contained in CRUITMAN and NROTC Regulations, NAVPERS 15034.

Navy Enlisted Scientific Education Program.—The Navy Enlisted Scientific Education Program (NESEP) is established at certain colleges and universities having NROTC units. NESEP is a college training program for outstanding active duty petty officers (male and female) of the Regular Navy or Naval Reserve. Selected candidates retain their enlisted ratings in active duty status while in college. Upon graduation they are ordered to the Officer Candidate School, Newport, Rhode Island.

Upon completion of such training, they are commissioned as ensigns in the unrestricted line of the Regular Navy. Appointments in the restricted line and staff corps are made only under special circumstances as approved by the Chief of Naval Personnel. Eligibility and procedural requirements for entering NESEP are outlined in BUPERSINST 1510.69.

BOOST.—Just as the other services do, the Navy has a program under which enlisteds on active duty are given an opportunity to become officers by going to the Naval Academy. They first go for a year at the Naval Academy Prep School at Bainbridge, Md., entering Annapolis the following year.

At Bainbridge, the Navy is now in the second year of a specialized program—called BOOST, for Broadened Opportunities for Officer Selection and Training—which is helping enlisted minority group members to become officers by giving them special training designed to overcome academic problems they may run into when they get to college.

Not all those who come through the BOOST courses will wind up at the Academy. The preparation they are getting at Bainbridge could qualify them for other roads to a commission, such as through the NESEP program or the NROTC program.

Medical Service Corps Inservice Procurement Program

The Medical Service Corps Program, conducted on an annual basis, is open to qualified men and women serving on active duty. In addition to currently prescribed eligibility requirements, candidates must undergo a rigorous competitive professional examination.

The program for appointment in the Health Care Administration section is open to members serving in the Regular Navy as Hospital Corpsmen or Dental Technicians in pay grades E-6 through E-9. Candidates must have served as E-6 or above for 1 year prior to the date scheduled for the professional examination. Selected candidates may be tendered temporary appointments.

The program for appointment in the Optometry, Pharmacy, Medical Allied Sciences, and Medical specialties section is open to (1) enlisted and officer personnel of the Regular Navy and Naval Reserve on active duty, (2) enlisted and officer personnel of the Marine Corps and Marine Corps Reserve on active duty. Candidates must be graduates of accredited schools of pharmacy, optometry, or other schools or colleges granting degrees in sciences allied to medicine. Selected enlisted candidates are tendered permanent appointments, consistent with the needs of the Navy; selected officer applicants and women enlisted applicants are tendered permanent appointments. Eligibility and procedural requirements are outlined in BUPERSINST 1120.15.

Limited Duty Officer Program

The Limited Duty Officer Program provides a path of advancement to commissioned officer status in the grade of ensign and above for certain chief warrant officers of the Regular Navy for the performance of duty limited to the broad technical fields associated with their former warrants. Appointments under the LDO program are limited to male commissioned warrant officers, temporary or permanent, serving in pay grades W-2 and W-3, who were originally appointed warrant after calendar year 1964. Eligibility and procedural requirements are given in BUPERSINST 1120.18 and the Manual of Qualifications for Limited Duty Officers, NAVPERS 18564.

Augmentation Program

The Augmentation Program provides for transfer of Reserve and temporary USN officers to the Regular component of the Regular Navy. The objectives of the program are to increase the total number of officers in the Regular Navy and to meet deficiencies in numbers existing in certain year groups. The program is open to (1) Reserve officers in the grade of ensign, lieutenant (junior grade), and lieutenant; (2) Reserve officers in the grade of temporary lieutenant commander; and (3) temporary officers, including limited duty officers (temporary) not above the rank of lieutenant commander. Reserve officers need not be on active duty. Applicants are considered for appointment by the continuing Augmentation Selection Board, convened by the Secretary of the Navy. Eligibility and procedural requirements are outlined in BUPERSMAN 1020120.

Medical and Dental Corps Programs

Reserve officers on active or inactive duty in the Medical or Dental Corps may apply for appointment in the Regular Navy in accordance with BUPERSMAN 1020140.

Civilian physicians and dentists may apply for direct appointments in the Medical or Dental Corps in accordance with current instructions in the Navy Recruiting Manual, NAVPERS 15838A.

Senior Medical Student Program

The Senior Medical Student Program was established to provide a source/input of Regular Navy medical officers. A limited number of medical/osteopathic students receive pay and allowances during their final year in professional school and are appointed in the Regular Navy upon completion of school, or in the cases of medical students not matched with the Navy for internship, upon completion of civilian internship as described in CRUITMAN. Ensign, 1915 (inactive) program enrollees are given preference for this program.

Medical/Osteopathic Scholarship Program

The scholarship program was established to provide a source/input of Regular Navy medical officers. Students in the scholarship program receive pay and allowances of their rank, tuition and an allowance of up to $200 per year for books and other fees. Upon completion of school, students are appointed in the Medical Corps. The minimum service obligation is 4 years' active duty after internship.

Dental Scholarship Program

The scholarship program was established to provide a source/input of Regular Navy Dental officers. Students in the scholarship program receive pay and allowances of their rank, tuition and an allowance of up to $200 per year for books and other fees. Upon completion of school, students are appointed in the Dental Corps. The minimum service obligation is 4 years' active duty.

Warrant Officer Program

The Warrant Officer Program provides the opportunity for outstanding chief and first class petty officers (pay grades E-6 through E-9) of the Regular Navy to be selected for warrant officer status. Warrant officers act as technical specialists in prescribed occupational areas. Eligibility and procedural requirements are outlined in BUPERSINST 1120.18 and the Manual of Qualifications for Warrant Officers, NAVPERS 18455.

Medical Service Corps Student (Optometry) (1935A)

This program provides for the appointment as ensign, 1935, of optometry students who have completed all but the final year of an academic program culminating in a Doctor of Optometry degree from an accredited college of optometry. Selected applicants receive full pay and allowances as an ensign for the final year of study. Each applicant is obligated to apply for and accept a superseding appointment (2305) and perform 3 years' active duty.

Transfer Between Line and Staff Corps (Less Healing Arts)

Applicants who wish to transfer between the line and staff corps of the Regular Navy must meet the requirements given in BUPERSMAN 1020160. The procedures for effecting a change of designator codes of Temporary and Reserve officers and eligibility requirements for the transfer of Reserve officers to the unrestricted line, restricted line, and staff corps as Reserve officers are given in BUPERSNOTE 1210 of 28 April 1970.

Inter-Service Transfer

The President, within authorized strengths, may transfer any commissioned officer (Regular or Reserve) with his consent from the Army, the Navy, the Air Force, or the Marine Corps, or the Coast Guard, and appoint him in any of the other Armed Forces. The policies and procedures whereby Navy officers may request transfer to the Army, Air Force, Marine Corps, or Coast Guard are prescribed in BUPERSINST 1120.34 and BUPERSMAN 3830140.

RESERVE OFFICER PROGRAMS

Reserve officer programs provide officers to supplement the Regular service in meeting the immediate active officer strength of the Navy, and to meet the mobilization needs of the Navy.

All candidates for commissioned grade in the Naval Reserve must be citizens of the United States except that:

- Alien physicians and dentists who are liable for induction as regular registrants of the Selective Service System may apply for commissioning. It is not necessary that they be immigrant aliens.

- Alien nurses who are graduates of an approved school of nursing in the United States or Canada, who are residing in the United States, and have filed a declaration of intent to become U.S. citizens may apply for commissions in the Nurse Corps, Naval Reserve.

Applicants for certain designators must be citizens by birth.

NROTC (Contract)

The NROTC (Contract) program produces Reserve officers from NROTC units in operation. A percentage of the enrollment each year in each NROTC unit is open to candidates already in attendance at the NROTC college. These students, known as contract students, are selected by the commanding officers of the NROTC units at the institutions concerned. Contract students are not subsidized by the Government, except that during the third and fourth college years they receive $50 per month subsistence allowance. They receive training at sea during one summer. Upon graduation they are offered appointments as Reserve Officers in the U.S. Navy and U.S. Marine Corps and serve 3 years on active duty.

Reserve Warrant Officer Program

The Naval Reserve Warrant Officer Program provides the opportunity for outstanding chief and first class petty officers (pay grades E-6 through E-9) of the inactive reserves to be selected for permanent warrant officer status. Warrant officers act as technical specialists in prescribed occupational areas. Eligibility and procedural requirements are outlined in BUPERSINST 1120.36 and the Manual of Qualifications for Warrant Officers, NAVPERS 18455.

Officer Candidate School Program

The Officer Candidate School (OCS) Program provides 18 weeks officer indoctrination training for selectees at Newport, Rhode Island. Enlisted applicants selected for this program in pay grade E-4 and below are designated as officer candidates and advanced to pay grade E-5 upon reporting at the Naval Officer Candidate School. Enlisted applicants in pay grade E-5 or higher are designated as officer candidates in their present pay grade. Staff corps appointees receive additional specialized training following commissioning. All applicants must agree to serve on active duty in accordance with the executed program service agreement. Successful candidates are commissioned in the Unrestricted Line, Restricted Line, and Staff Corps.

Officer Candidate School (Medical Service Corps) Program

The Officer Candidate School (Medical Service Corps) Program leads to appointments as reserve officers in the grade of ensign in the Medical Service Corps for active duty in the following specialties:

- Aviation physiology
- Environmental sanitation
- Medical technology
- Radiation health.

The program is open to men only. Minimum professional qualifications for appointment include a bachelor's degree with an appropriate major. All selectees except aviation physiologists are ordered to OCS at Newport, Rhode Island for 16 weeks of indoctrination. Aviation physiologists receive their training at Pensacola, Florida.

The basic obligated duty period is 3 years from the date of commissioning. Successful candidates also agree to retain their commissions in the Naval Reserve in accordance with their executed program contract. Members eligible under direct appointment program do not attend OCS.

Officer Candidate (Women) Program

The Officer Candidate (Women) Program provides 4 months training for college graduate selectees at Newport, Rhode Island. Selectees are enlisted as officer candidates in pay grade E-2. (Enlisted selectees are designated in present pay grade but not lower than E-2.) After 8 weeks of training, successful candidates are commissioned ensigns in the Line and Supply Corps. They then receive an additional 8 weeks of officer indoctrination, following which Supply Corps officers are ordered to additional training for 26 weeks at Athens, Georgia. Appointees agree to serve on active duty for 2 years from date of appointment.

The College Junior (Women) Program allows selected applicants to take the first 8 weeks of training during the summer following their junior year. They then return to college and upon graduation are commissioned and ordered to Newport, Rhode Island to take the final 8 weeks of indoctrination. All other requirements and obligations remain the same as for the Officer Candidate (Women) Program.

Aviation Officer Candidate Program

The Aviation Officer Candidate (AOC) Program produces Reserve officers designated Naval Aviators. Selected enlisted applicants are designated as aviation officer candidates and are temporarily advanced to pay grade E-5 while undergoing indoctrination training. Successful candidates who complete the 16 weeks of Aviation Officer Candidate School indoctrination are commissioned ensigns in the Naval Reserve. Upon successful completion of further training (approximately 13-16 months following commissioning) they are designated Naval Aviators. They agree to serve on active duty 3 1/2 years following designation as Naval Aviators (4 1/2 years if they reported for AOC training on or after 1 January 1970), if required by the needs of the service, and to retain their Naval Reserve commissions a total of 6 years.

Naval Aviation Officer Candidate Program

The Naval Aviation Officer Candidate Program produces Reserve Officers designated Naval Flight Officers. Selected enlisted applicants are designated officer candidates and are temporarily advanced to pay grade E-5 while undergoing indoctrination training. Successful candidates who complete the 16 weeks of Aviation Officer Candidate School indoctrination at Pensacola, Florida, are commissioned ensign in the Naval Reserve. This is followed by 7 to 11 months of training leading to assignment in one of the Naval Flight Officer specialties or as Air Intelligence Officers. Appointees are required to serve on active duty in accordance with the terms of their service agreements.

Ensign, 19 x 5 Program

The Ensign, 19 x 5 Program permits the appointment of qualified individuals as ensigns in the Naval Reserve for inactive service while they are attending medical/osteopathic, dental, law or theological school. The medical, dental and law programs are open to both men and women; the theological program is for men only, as is the Medical Service Corps program.

An individual who is appointed under this program must bear his own expenses while attending school. Each appointment establishes affiliation with the Navy and provides deferment of Selective Service obligation until professional education is completed. An applicant for appointment in this program must be in attendance, or have been accepted for the next entering class, at an accredited school of medicine/osteopathy, denistry, law, or theology. The obligations assumed vary with the profession in which training is acquired:

1. A MEDICAL/OSTEOPATHIC student accepting appointment as ensign, 1915, is obligated under this program to accept a superseding appointment, if offered, as lieutenant in the Medical Corps upon graduation, retain his commission in the Naval Reserve for 6 years following acceptance of the original appointment as ensign, 1915, and agree to serve on active duty for 2 years upon completion of his civilian internship. (Such an internship must be completed within 12 months.) The active duty agreement is not required in the case of an individual who has previously completed his active duty military obligation.

2. A DENTAL student accepting appointment as ensign, 1925, is obligated under his program to accept a superseding appointment, if offered, as lieutenant in the Dental Corps upon graduation, retain his commission in the Naval Reserve for 6 years following acceptance of the original appointment as ensign, 1925, and agree to serve on active duty for 2 years. The active duty agreement is not required in the case of an individual who has previously completed his active duty military obligation.

3. A LAW student accepting appointment as ensign, 1955, is obligated under this program to accept a superseding appointment, if offered, in the JAG Corps upon admission to the bar, retain his commission in the Naval Reserve for 6 years following acceptance of the superseding appointment and agree to serve on active duty for 4 years.

4. A THEOLOGICAL student accepting appointment of ensign, 1945, is obligated to accept a superseding appointment, if offered, in the Chaplain Corps when he completes his training and receives his certificate of ordination. In peacetime he will be ordered to inactive duty unless he requests otherwise. If he requests active duty, and such duty is available he will receive orders to active duty with his appointment. An individual who accepts a superseding appointment must retain his commission in the Naval Reserve for 6 years thereafter.

5. The Medical Service Corps Student Deferment Program provides for appointment in the Naval Reserve as ensign, 1935, on inactive duty for qualified male students who are engaged in, or plan to undergo, training to qualify them for appointment in the Medical Allied Sciences, Health Care Administration, or Optometry section of the Medical Service Corps. Appointments are not made more than 24 months prior to the date of completion of the requirements for direct appointment. Appointees are obligated to apply for and accept a superseding appointment, if tendered, serve on active duty for 3 years, and retain their commissions for 6 years from the date of acceptance of the original appointment as ensign, 1935.

Navy Nurse Corps Candidate Programs

The Navy Nurse Corps Candidate Programs (NNCCP) are educational programs in which selected applicants are enlisted or commissioned in the Naval Reserve and ordered to active duty under instruction. Upon completion of all educational requirements, graduation, and indoctrination as a naval officer, selectees serve on active duty as officers of the Navy Nurse Corps. There are three types of educational program opportunities available to both men and women through the NNCCP:

- Hospital Program — Available to students enrolled in programs which lead to diplomas in nursing. (Candidates should be within 1 academic year of receiving their diplomas when placed in active duty status.)
- Collegiate Program — Available to students enrolled in programs which lead to baccalaureate or higher degrees in nursing. (Candidates should be within 2 academic years of completing degree requirements when placed in active duty status.)
- Anesthesia Program — Available to students enrolled in programs which lead to certification as a nurse anesthetist. (Candidates must be within 6 months of completing the anesthesia program requirements at time of commissioning and active duty entrance into the program.)

Requirements for these programs are given in CRUITMAN.

Special Graduate Training Program for Clinical Psychologists

The Bureau of Medicine and Surgery sponsors a training program in clinical psychology to provide a sufficient number of clinical psychologists trained at the doctorate level. This program provides financial assistance to a limited number of applicants selected for appointment while completing Ph. D. requirements in return for a period of obligated active duty. Requirements for the program are given in CRUITMAN.

Medical Specialist Student and Intern Program

The Medical Specialist Student and Intern Program provides for appointment in the Medical Service Corps, Naval Reserve, for active duty of students who are completing the final portion of their professional training in dietetics, occupational therapy, and physical therapy. Dietetics students may be appointed up to 24 months prior to completing professional training requirements; and occupational therapy and physical therapy students may be appointed up to 12 months prior to completing training. Students selected for this training are ordered to active duty at the school or institution in which training is to be provided. Upon commencement of active duty, students receive full pay and allowances of their grade but must defray all costs of tuition, fees, and related costs, including travel involved in clinical affiliations. This program is open to both men and women.

Merchant Marine and State Maritime Academies

The Navy's interest in the maritime academies stems from the national defense requirement for an adequate Merchant Marine manned by well-trained officers possessing an understanding of naval procedures and capable of operating with the Navy in time of war.

The U.S. Merchant Marine Academy, Kings Point, N.Y., and the California Maritime Academy, the Maine Maritime Academy, the Massachusetts Maritime Academy, the Texas Maritime Academy, and the New York State Maritime College are also sources from which qualified officers are obtained for the Naval Reserve (inactive duty).

Qualified cadets accepted for enrollment in the U.S. Merchant Marine Academy (USMMA), Kings Point, N.Y., may be appointed as Midshipmen, USNR. Status as Midshipmen, USNR is not applicable to students attending the State maritime academies. Enlisted personnel may be released from active duty to accept Midshipmen USNR appointments at the U.S. Merchant Marine Academy.

Graduates of these academies may be appointed to the Naval Reserve as detailed in CRUITMAN.

Naval Enlisted Dietetic Education Program

The Navy Enlisted Dietetic Education Program (NEDEP) is a 1-to-3-year training program, open to both men and women, in a college or university designated by the Chief, Bureau of Medicine and Surgery, which leads to a baccalaureate degree in Medical Dietetics. Applicants must have had 1 year of active duty and be serving on active duty, in any pay grade, as of 1 July of the year in which their applications are submitted. Selectees retain their enlisted ratings in active duty status while in college. Upon completion of professional training, graduates are commissioned ensigns in the Medical Service Corps, Naval Reserve, and are ordered to an officer indoctrination class at Newport, Rhode Island. Appointees must agree to serve on active duty for 4 years after completion of their professional training and to retain a Regular or Reserve commission for a total of 6 years. Eligibility and procedural requirements are outlined in BUPERSINST 1120.38.

Navy Enlisted Nursing Education Program

The Navy Enlisted Nursing Education Program (NENEP) is a 3 or 4 year college nursing program for outstanding petty officers of the Hospital Corps (group X and XI), in pay grade E-4 and above, on active duty, which leads to appointment to commissioned grade in the Nurse Corps, Naval Reserve. Selectees complete requirements for a baccalaureate degree in nursing at a school of nursing designated by the Chief, Bureau of Medicine and Surgery. They retain their enlisted ratings in active duty status while in college. Following graduation, selectees take the required state board examinations for licensing as a registered nurse, are commissioned ensigns in the Nurse Corps, Naval Reserve, and ordered to an officer indoctrination class at Newport, Rhode Island. Commissioned graduates must serve on active duty for 4 years after completion of their professional training and retain a Regular or Reserve commission for a total of 6 years. The program is open to both men and women. Eligibility and procedural requirements are outlined in BUPERSINST 1120.37.

Reserve Officer Candidate and Aviation Reserve Officer Candidate Programs

The Reserve Officer Candidate (ROC) Program leads to appointment as ensign, Naval Reserve, in the unrestricted line, Supply Corps, and Civil Engineer Corps.

The Aviation Reserve Officer Candidate (AVROC) Programs lead to appointment as ensign, Naval Reserve, and designation as Naval Aviators and Naval Flight Officers.

Selectees for these programs enlist in the 2 by 6 Naval Reserve Program. The programs are open only to men. Candidates enrolled in these programs do not receive any subsidization of their college expenses, scholarships, or other financial support of their education. They do receive compensation earned as a result of attendance at paid drills, active duty for training periods, and other active or inactive duty that may be required by the Reserve unit to which they are attached.

Candidates enrolled in these programs are required to attend two summer sessions at the Officer Candidate School, Newport, Rhode Island, or the Aviation Officer Candidate School, Pensacola, Florida. They must receive their baccalaureate degrees (or certification that all requirements for a degree have been completed) to become eligible for appointment to commissioned grade in the Naval Reserve.

After acceptance of a commission, they must agree to serve on active duty for a period of:

- 3 years for ROC.
- 3 1/2 years after completion of all Naval Flight Officer training for AVROC(1375).
- 4 1/2 years after completion of all aviation training in the Naval Air Training Command for AVROC (1395).

All reservists enrolled in these programs have at least 2 years of obligated active duty to perform upon graduation if, for any reason, an appointment is not tendered or is declined.

Although the ROC/AVROC programs are not considered as programs specifically designed to produce career officers, Reserve officers appointed from these programs may later request augmentation to the Regular Navy.

JAG Corps (2505) Program

An applicant for the Judge Advocate General (JAG) Corps (2505) Program must be, at time of appointment, a graduate of a law school accredited by the American Bar Association and be a member of the bar of the highest court of a state or territory of the United States or the District of Columbia.

The JAG Corps Program provides 17 weeks of training at Newport, R.I. Selected enlisted applicants are appointed LT (2505) and are ordered to Newport for 7 weeks of officer indoctrination and 10 weeks of training at the U.S. Naval Justice School. They agree to serve on active duty for 4 years from date of completion of training and to retain their Naval Reserve commissions for a total of 6 years.

Direct Appointments

A limited number of college graduates may be directly appointed to commissioned grade in various categories of the Naval Reserve. Appointments are offered primarily in the restricted line (i.e., in ordnance, intelligence, public affairs, and other specialties), in the Civil Engineer Corps, the Chaplain Corps and the various healing arts corps (Medical, Dental, Medical Service, and Nurse Corps.) Such appointments are for inactive duty, except that active duty appointments are offered in the medical programs, the JAG Corps, the Chaplain Corps, and the Civil Engineering Corps.

Reappointments

Former officers of the U.S. Navy, U.S. Naval Reserve and U.S. Coast Guard may apply for appointment or reappointment in the Naval Reserve within 3 years after honorable separation.

ENLISTED RECRUITMENT

The basic requirement for Navy enlistment is that every applicant must be a citizen of the United States, except that the following persons may be enlisted when specific authorization has been granted by the Chief of Naval Personnel: (1) American nationals (citizens of American Samao or Swains Island), (2) United States citizens who have represented or who are representing foreign governments or foreign private interests, and (3) immigrant aliens who have in their possession a valid Immigration and Naturalization Service (INS) Form I-151, verifying the fact that the applicant has been legally admitted to the United States for permanent residence. Applicants in categories 2 and 3 above are not eligible for enlistment in the nuclear or Polaris fields or for assignment to a school which requires security clearance.

Other requirements concern age, character, dependency, mental, physical, and educational qualifications. As indicated in the following list, there are certain requirements for men and women.

AGE—Male recruit applicants must have attained their 17th but not their 31st birthday. Female recruit applicants must have attained their 18th birthday but not their 26th birthday. For Regular Navy enlisted programs, all creditable active duty performed since 7 December 1941 may be deducted from the calendar age of an applicant who is not yet 40, provided the applicant will complete sufficient service creditable for transfer to the Fleet Reserve prior to reaching his 52nd birthday or will complete 30 years of active duty prior to his 63rd birthday. For Reserve enlisted programs, the total active and inactive service in any of the Armed Forces may be deducted from the calendar age of an applicant who has not reached age 63. Reenlistment of personnel who cannot complete 20 years of service prior to reaching 63 is not authorized.

CHARACTER—No applicant who is awaiting trial or sentence by a civil court, who is confined in a Federal or State prison, or who is or has been on supervised probation, or whose release from probation or deferred or suspended sentence is contingent upon enlistment in the Navy is eligible for enlistment in the U.S. Navy.

DEPENDENCY—Waivers are required for male applicants who have more than one dependent, enlisted in pay grades E-1 and E-2, and those in pay grade E-3 who have more than two dependents. No specific limitations are established for applicants for enlistment or reenlistment in pay grade E-4 or higher; however, an excessive number of dependents may be disqualifying.

In accordance with DOD policy, applicants who have been classified I-A by Selective Service may be enlisted without a waiver of dependency status.

The waiver requirement is not intended to deny enlistment/reenlistment of applicants having dependents, but rather to limit such applicants to those who are particularly desirable prospects.

Women applicants with no prior service must be unmarried and have no dependents. In addition, a woman is not eligible for enlistment or reenlistment if she: (1) is the parent, natural or adoptive, of a child under 18, (2) has custody of a child under 18, (3) is a step-parent of a child under 18 and the child resides in the household of the applicant more than 30 days a year, (4) is pregnant, or (5) is the mother of a child born out of wedlock. If a woman has surrendered all rights of custody and control of a child under 18 through formal adoption proceedings and is, in the opinion of the recruiting officer, particularly well qualified, her application may be submitted to the Chief of Naval Personnel for consideration. (Policy under review.)

MENTAL—Male applicants for recruit enlistment must attain at least the 10th percentile on the Armed Forces Qualification Test (AFQT). Female applicants must attain at least the 50th percentile on the Armed Forces Women Selection Test (AFWST). Further, female applicants must attain a minimum score of 100 on the (GTA) part of the short basic test battery (SBTB).

PHYSICAL—Male applicants must meet the physical requirements prescribed in Army Regulations 40-501 (Medical Service-Standards for Medical Fitness). Additional requirements are prescribed for certain enlisted programs.

All women applicants must meet the standards prescribed in chapter 15 of the Manual of the Medical Department, U. S. Navy.

EDUCATIONAL—There are no specific educational requirements for male applicants; however, applicants for enlistment in certain enlisted programs must meet the specified educational requirements. All applicants are urged to complete high school prior to enlistment.

Women applicants must be high school graduates or hold a recognized equivalent authenticated, prior to enlistment, by a state educational authority, high school principal, or superintendent of schools.

CONDITIONS OF ENLISTMENT

Male recruit enlistments of individuals 17 years or older may be effected for terms of

4, 5, or 6 years. Broken-service personnel are enlisted or reenlisted for terms of 2, 3, 4, 5, or 6 years.

Women recruits are enlisted for terms of 3, 4, 5, or 6 years.

Male applicants are enlisted as Seaman Recruit, or in other recruit groups, except that applicants with prior military service and applicants who qualify for special training programs (such as the High School Graduate Program, the Junior College Program, the Advanced Electronics Field Program, the Vocational School Graduate Training Program, and other programs discussed in chapter 10) may be enlisted in pay grade E-2 or higher.

Male applicants enlisted as recruits are immediately transferred to the Naval Training Center, San Diego, California, or Great Lakes, Illinois, or Orlando, Florida. Wave recruits are transferred to NTC, Bainbridge, Maryland. (Wave training is to be moved to Orlando, Florida in the near future.)

Broken-service personnel, and certain applicants enlisted in pay grades above E-3 are sent directly to a naval station for further transfer to their first duty station.

Public Law 90-235 allowed USN personnel additional options for reenlistment. USN personnel may now reenlist for 2, 3, 4, 5, or 6 years on their first or subsequent reenlistments. Previous to the enactment of this law, such a broad choice of enlistment periods was not authorized; the broad choice of options is intended to help the Navyman in his career planning.

The term of enlistment in the Naval Reserve for men without prior military service who are liable for induction is 6 years. All other male applicants and women applicants for the Naval Reserve may be enlisted or reenlisted for 4 or 6 years.

REENLISTMENT PROGRAM

Each command maintains a reenlistment program to encourage reenlistment of competent personnel. Since industry, as well as the Navy, needs qualified technicians, the Navy must do a good job of presenting the advantages of career opportunities available to naval personnel. Long range reenlistment goals are set and an effort is made to meet these goals with the best qualified men obtainable.

Counseling techniques are used to ensure that enlisted personnel are fully aware of the opportunities and benefits available in the naval service. Career counselors are selected from among the officers, the chief petty officers, and petty officers first class in the command.

Career interviews, directed primarily toward personnel in their first term of enlistment follow a prescribed schedule. When first reporting to a ship or station upon completion of recruit training or class "A" school, enlistees are informed of educational and career opportunities within the Navy. Subsequent interviews are conducted 1 year to 18 months after the reporting interview, and again after 3 years of service. Approximately 6 months before expiration of active obligated service, a reenlistment interview is conducted with each person who is recommended for reenlistment.

The Navy's Project Transition Program is an adjunct of the Career Retention Program and commences with the administration of the DOD Career Plans Questionnaire at the 6-months reenlistment interview prior to the expiration of active obligated service (EAOS). All men who have from a minimum of 10 days to a maximum of 180 days of service time remaining are to be considered for the program. Individuals who volunteer for training are designated Transition trainees. The program is essentially voluntary. However, it is intended that all separating naval personnel receive counseling and job referral services. For additional information on Project Transition, see chapters 10 and 13 and BUPERSINST 1510.106.

Career information teams, consisting of an officer, a chief petty officer, and a petty officer first class, are available to make presentations on the advantages of a naval career. These teams inform enlisted personnel of the programs offered by the Navy. Two such programs are the Selective Training and Retention (STAR) Program and the Selective Conversion and Retention (SCORE) Program, each of which is described in chapter 10.

CAREER COUNSELORS

BUPERSNOTE 1040 of July 1971 (to be incorporated in the Career Counselor Manual) provided for an expanded Career Counseling Program. Ships, aircraft squadrons, and shore commands with more than 400 men are assigned full time Career Counselor billets on a ratio of one counselor per 750 men. The following career counseling and interview aids are available:

- The Career Counseling Guide, NAVPERS 15878, provides instructions for establishing effective counseling programs and explains use of the Career Counselor Report, NAVPERS 736.

- Career Counselor Kits, NAVPERS 15959.
- Career Gram, NAVPERS 15887, contains information about new and updated career counseling materials.

NAVY REENLISTMENT QUALITY CONTROL PROGRAM

In December 1968, the Navy Reenlistment Quality Control Program was inaugurated with the objective of improving the level of professional quality in the enlisted career force and thereby to:

- Enhance the image of a Navy career.
- Increase the number of high quality members reenlisted.
- Improve opportunities for advancement during career service.

The general eligibility requirements for a reenlistment recommendation are prescribed in BUPERSMAN. In addition, minimum professional growth criteria as prescribed in BUPERSINST 1133.22 must be fulfilled for career reenlistments.

Applicability

The term reenlistment is defined to include any action which results in continuing members on active naval service beyond their initial period of active duty. Therefore the following retention on active duty actions are included:

- Reenlistment of Regular Navy members and Naval Reservists on active duty.
- Reenlistment of individuals under broken service conditions.
- Enlistment of Naval Reservists in the Regular Navy.
- Extension of active service for 12 or more months of Regular Navy members and Naval Reservists on active duty.

Eligibility Criteria

The professional growth reenlistment eligibility criteria are as follows:

- First Reenlistment Criteria

1. Members must be serving as petty officers; or
2. If serving in pay grade E-3, must have formerly served as a petty officer in the current enlistment and currently be recommended for advancement in rate.

- Second Reenlistment of Nonpetty Officers. Before nonpetty officers who reenlisted prior to 1 November 1969 may enter into a second reenlistment, approval must be obtained from the Chief of Naval Personnel, if:

1. They will have served less than 8 years total service at EAOS, and
2. They have never fulfilled the professional growth criteria which is now required for a first reenlistment.

- Reenlistment for Service Beyond 22 and 25 Years of Service. The following eligibility criteria will become effective on 1 July 1971:

1. Members must be serving as a master chief petty officer, senior chief petty officer, chief petty officer, or as a petty officer first class who has passed an examination for advancement in rate to chief petty officer and is recommended for advancement in rate in order to reenlist for a period of service which will extend beyond 22 years of active day-for-day service.
2. Members must be serving as a master chief petty officer, senior chief petty officer, or chief petty officer in order to reenlist for a period of service which will extend beyond 25 years of active day-for-day service.
3. Additional requirements regulating the Group XII (Steward) rating are contained in BUPERSINST 1133.16.

Instructions concerning the application of these criteria, authorized exceptions, and procedures for requesting meritorious waivers are given in BUPERSINST 1633.22.

Reenlistment Eligibility Classification

The program established a Recommended for Preferred Reenlistment designation to be added to the existing eligibility classifications given in BUPERSMAN. Thus a member may be classified as:

- Recommended for Preferred Reenlistment.
- Eligible for Reenlistment.
- Eligible for Reenlistment but Not Currently Qualified by Professional Growth Criterion.
- Not Eligible for Reenlistment.

To be eligible for designation as Recommended for Preferred Reenlistment, members must be at least a petty officer third class who has passed the examination for petty officer second class, and have an overall trait average of at least 3.6 for the current enlistment. Commanding officers may continue to designate petty officers as Recommended for Preferred Reenlistment, as long as they continue to meet these criteria, until they become eligible for retirement benefits. It is planned to develop and establish further standards for later reenlistments in the future.

Although these definitive classifications further enhance the prestige of career reenlistments, it is emphasized that, irrespective of classification, all members eligible for reenlistment are eligible for the benefits and incentives of the Navy's reenlistment program.

The success of this program depends in large measure on personnel who advise or recommend reenlistments such as executive officers, department heads, division officers, divisional and leading petty officers, retention officers and career counselors, and personnel officers and staffs of enlisted personnel offices being familiar with the program's provisions as set forth in BUPERSINST 1133.22 and BUPERSMAN.

ALL-VOLUNTEER FORCE CONCEPT

The concept of an all-volunteer force is presently under study. When the program is put into effect, the Navy's recruiting program will become even more important in obtaining and retaining qualified personnel.

The President's Commission on the All-Volunteer Force recommended the establishment of a standby draft system by 30 June 1971. The Commission's report said, "With true volunteers now providing some 250,000 enlisted men annually, a fully volunteer force of 2.5 million men can be achieved by improving pay and conditions of service sufficiently to induce approximately 75,000 additional young men to enlist each year from the 1.5 million men who will annually turn 19 and who also meet the physical, moral, and mental requirements."

Legislation is being considered for two proposed changes in military compensation: the first would increase pay of non-career personnel (those with less than 2 years of service) by about 20 percent; the second would increase family allowances under the Military Dependents' Assistance Act. In addition, special incentive pay such as proficiency pay and the variable reenlistment bonus, and assistance programs to help military readjustment to civilian life are expected to enhance both recruiting and the all-volunteer concept.

CIVILIAN EMPLOYMENT

The employment of civilians in the Naval Establishment is controlled by a system of legislation and regulation which is separate and distinct from that applicable to the military.

In general, the Civil Service Commission is authorized to establish rules and regulations for the conduct of civilian personnel administration by the agencies, to inspect the civilian personnel operations of the agencies, and to make investigations as necessary to ensure enforcement of requirements. The Commission ordinarily takes action in individual cases affecting employment either (a) on the request of an agency for approval of an action which does not fully meet established standards, (b) as a result of employee appeals, or (c) to require correction of violations of its regulations. The Commission is empowered to order dismissal of an employee whose appointment is defective, or the restoration of an employee improperly removed. Under present law and Executive Order, however, the Commission cannot REQUIRE any appointment to be made. By statute, the head of an agency has the appointing power; the contract of employment is between him and the employee. Appointments are made and other employment actions are taken by the employing agency in accordance with civil service regulations. The Navy does its own hiring in accordance with these regulations. The actual appointing authority has been delegated by the Secretary of the Navy to the chiefs of the bureaus, offices, and systems commands in Washington and to commanding officers of field activities.

RECRUITMENT

The Civil Service Commission (CSC) announces examinations for various types of Government jobs and provides information to job applicants and current Federal employees. A list of some of the various pamphlets available is shown in figure 9-1.

Examining

The CSC conducts the actual examinations and maintains a list of persons (eligibles) who pass the examinations or meet the requirements given in the announcements (many positions do not require a written test); these lists are called registers of eligibles.

If you have any questions concerning specific phases of Federal employment, the following publications may be useful to you. All are available at your local Job Information Center.

General	Pamphlet No.
Futures in the Federal Government	1
Thinking About Your First Job	5
Opportunities in the Federal Civil Service	64
Go Government	70
Occupational Fields	
Opportunities in Trades and Crafts	58
Legal Careers in the Federal Government	69
New Directions (Computer Specialists)	71
Key People (Educational Careers)	73
The Big Pond Federal Jobs for Engineers, Physical Scientists and Mathematicians	74
Special Interest	
Federal Employment of Non-Citizens	24
Federal Jobs Overseas	29
Federal Careers for Women	35
Equal Opportunity for Federal Employment	65
Political Activity—Facts Leaflet Number 2.	
Salary Supplement—AN2500.	
Veterans	
Your Civil Service Veteran Preference	48
Reemployment Rights for Federal Employees Who Perform Duties in the Armed Forces	51
Opportunities in the Federal Service for Vietnam Era Veterans	72

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Figure 9-1.—List of recruiting and employment information publications.

The Civil Service Commission has decentralized many of its examining functions to regional offices and 65 Interagency Boards of Examiners throughout the country. These boards announce and conduct examinations; evaluate applicants' work experience, training, and aptitude; and refer the names of eligibles to Federal agencies seeking new employees. Each board also provides, through its Federal Job Information Center, a complete one-stop information service about Federal job opportunities in the area as well as in other locations.

Information Sources

Federal Job Information Centers provide information about:

- All current job opportunities in any part of the United States.
- Specific vacancies in shortage categories.
- Information about overseas employment.
- Employment advisory service.

To assist the Federal Job Information Centers, many post offices also furnish information about current job opportunities in other agencies and stock application forms. Information concerning Federal jobs is also available from State Employment Service offices, national and state headquarters of veterans' organizations, placement officials at colleges, and personnel officers in Government agencies.

Announcements

Almost all types of occupations found in private industry are also found in the Federal civil service. However, each Interagency Board does not accept applications for all kinds of jobs all the time. Opportunities to apply for specific types of positions are announced when there is a need to fill such positions. The "announcement" tells about the jobs—what experience or education an applicant must have to be accepted, whether a written test is required, where the jobs are located, what the pay is, and so on.

When an examination is announced, applications are accepted as long as the announcement is "open." Persons who cannot apply on time because they are in military service may apply after the closing date, but not later than 120 days after honorable discharge. Also persons who work outside the United States for a Government agency or international organization such as the U.N. may file late under certain conditions.

Qualifications Required

For most positions in order to qualify on experience for any grade above the entrance level, an applicant must have either 6 months or 1 year of experience at a level comparable in difficulty and responsibility to that of the next lower grade level in the Federal Service. The majority of positions above the entrance level are filled by promotion from within the agency or by transfer. Applicants to be eligible must meet the minimum qualifications given in the CSC standards for the particular series and grade that they apply for—these are published as CSC Handbook X-118 (available in civilian personnel offices)—and any other qualifications specified in the announcement.

Physical Requirements

Employees must be physically able to perform the duties of their positions and be emotionally and mentally stable. Physical disability or handicaps do not in themselves bar a person from Federal employment. The test is whether the person can perform the duties of the position satisfactorily and without hazard to himself or others.

The Federal Government is the world's largest employer of handicapped people and has a strong program aimed at their employment. It recognizes that, in almost every kind of work, there are some positions suitable for the blind, the deaf, and others with serious impairments. Of course, there are some positions, such as firefighter, that require people in topnotch physical condition.

SELECTION POLICY

An appointing officer may choose the method to be used for filling a competitive position except when that choice is limited by statute or the civil service regulations (i.e., veterans preference, or appointment from the reemployment priority list, the CRS, or under the Displaced Employee program; these programs are discussed in chapter 16). An appointing officer's discretion in all personnel actions is to be exercised solely on the basis of merit and fitness and without discrimination. He should not solicit, or consider, any information which does not bear on the fitness and merit of the eligibles.

There are two basic methods of filling positions: outside hiring and internal placement. It is also possible to get the work done temporarily through detail of an employee from another position.

The principle outside-hiring sources for competitive positions are shown in figure 9-2. Internal placement (promotion, demotion, reassignment, and reduction in force) is discussed in FPM 330 and CMMI 330, and chapters 13 and 16 of this text.

If a Government agency wishes to fill a position (civilian billet) that is vacant it may do so in several ways—for instance by promoting an employee or hiring an employee from another Federal agency who wants to change jobs. All promotions are announced and made in conformance with the agency's Merit Promotion Program (fig. 9-3), discussed in chapter 13. If the agency wishes to fill the vacant position from the list of those who passed the examination, a request is sent to the Commission or to the appropriate Interagency Board of Examiners for a certificate of eligibles. The normal procedure is to appoint one of the top three available persons named on the certificate. (If that person accepts the appointment, the names of the other persons are put back on the list so that they may be considered for future openings.) If a preference eligible is passed over, the reasons must be justified in writing to the CSC.

GENERAL EXAMINATIONS

Many examinations are tailored toward specific occupations (i.e., pharmacy, engineering, biology); others apply to several related occupations (such as teaching, vocational counseling, educational services). Some examinations are general—that is—they are designed for recruiting for a wide range of related occupations (such as positions in administration, staff, and technical services) and for occupations for which there is not a more specific active register. Examples of these tests include:

- Technical Assistant (GS-4) (Announcement No. 409), is aimed at junior college level applicants with training in agriculture, biology, data processing, engineering, medicine, science, and other technical fields.
- The Federal Service Entrance Examination (FSEE) (Announcement No. 410) is probably the best known of the general or broad spectrum tests. The prime objective of the FSEE is to staff agencies with a sufficient number of capable college-caliber people to provide a reservoir of future talent to fill key jobs. The FSEE is used for filling positions in over 200 job categories including management analysis, investigations, personnel management, editorial and information services, adjudication and quasi-legal work, social services, budget and tax administration, and general administration.

SOURCE OF APPOINTEES	EMPLOYMENT FOR WHICH HIRED	REFERENCES (Federal Personnel Manual)
Eligibles on registers	Career or career-conditional: term; temporary limited.	Chapters 315, 316, and 332.
Persons within reach on applicant supply lists.	Temporary (TAPER or temporary limited); term.	Chapters 316 and 333.
Former career or career-conditional employees.	Career or career-conditional; temporary limited; term.	Chapters 315 and 316. Chapter 330, for appointment from the reemployment priority list or under the DE program.
Career or career-conditional employees of other agencies.	Career or career-conditional.	Chapter 315.

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Figure 9-2.—Principal Outside Hiring Sources For Competitive Positions.

The Management Intern option of the FSEE is designed to attract candidates with outstanding potential for career development in line and staff, administrative, and management positions at the most responsible levels.

FSEE positions are offered at the GS-5 and GS-7 levels. Management Intern positions are offered at GS-7 and GS-9.

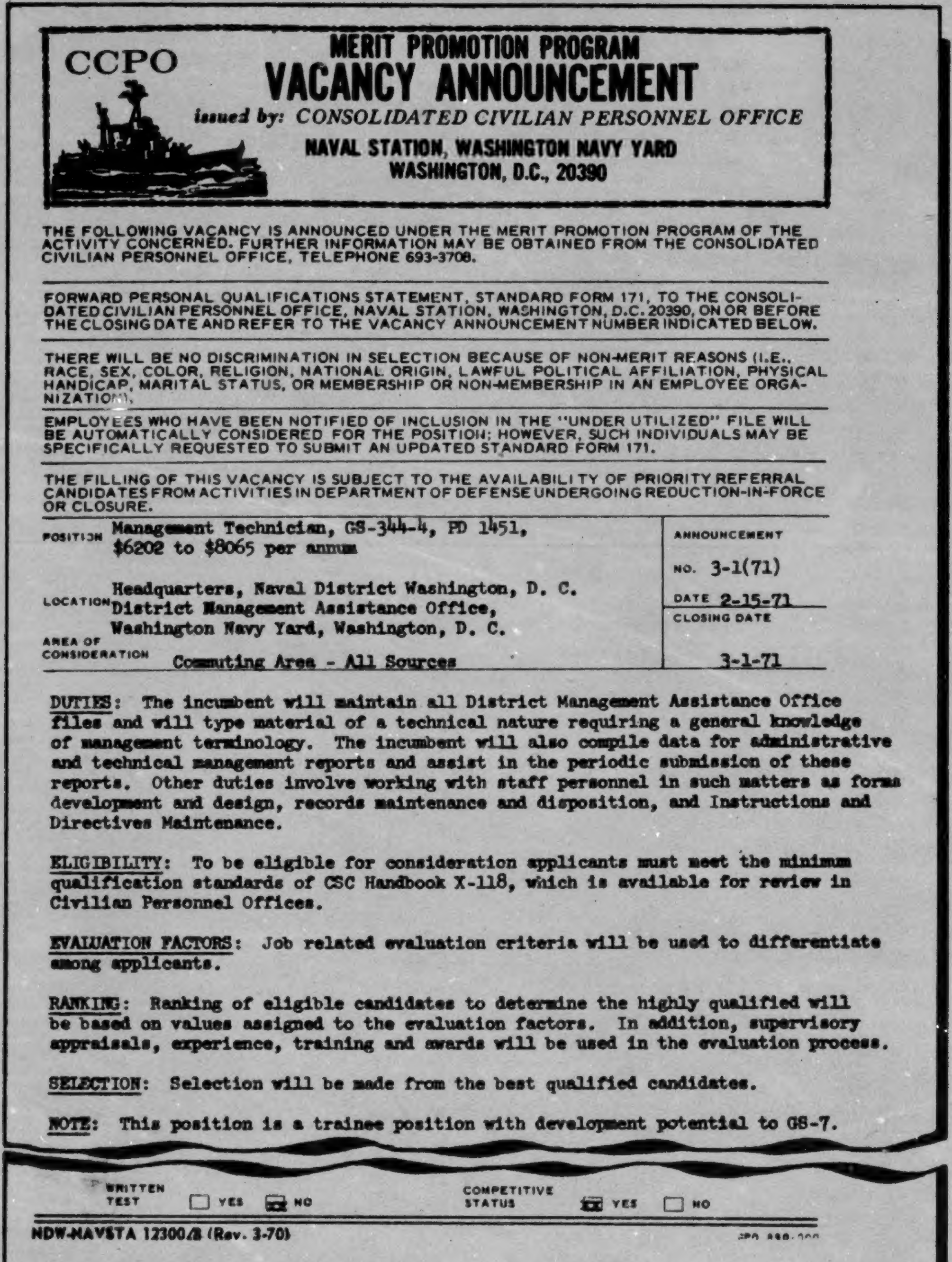
This is but a partial list; additional descriptions of FSEE positions are given in the Federal Career Directory, A Guide for College Students, sold by the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402 (cost $.55).

- The Junior Federal Assistant Examination (GS-4) offers career opportunities in support jobs in many of the same occupational areas covered by the FSEE.
- The Mid-Level Positions Examination (GS-9 through GS-12) (Announcement No. 413) is used for a variety of administrative, staff, and technical services positions. While most positions in the GS-9 through GS-12 range are filled by promotion, reassignment, or transfer of employees in the career service, a limited amount of new hires are made each year from this examination. (Career employees may also apply for eligibility on this examination.)
- The Senior Level Positions Examination (Announcement No. 408), is designed to provide an active source of recruitment for Federal career service positions in grades GS-13, GS-14, and GS-15 in a wide variety of occupational fields. The announcement provides an open system through which interested persons can apply at any time.

Federal employees at the GS-15 level (as well as employees in GS-16, GS-17, and GS-18 which are referred to as "super grades") are registered through the Executive Inventory Record used in the Executive Assignment System.

EXECUTIVE ASSIGNMENT SYSTEM

The Executive Assignment System is a government-wide inventory used as a source for selecting people to fill positions in the "super grades" (GS-16, GS-17, and GS-18); record entries are kept on a computer at the CSC. When a super grade position becomes vacant, a search is made by the computer and a list



CCPO

MERIT PROMOTION PROGRAM

VACANCY ANNOUNCEMENT

issued by: *CONSOLIDATED CIVILIAN PERSONNEL OFFICE*

NAVAL STATION, WASHINGTON NAVY YARD
WASHINGTON, D.C., 20390

THE FOLLOWING VACANCY IS ANNOUNCED UNDER THE MERIT PROMOTION PROGRAM OF THE ACTIVITY CONCERNED. FURTHER INFORMATION MAY BE OBTAINED FROM THE CONSOLIDATED CIVILIAN PERSONNEL OFFICE, TELEPHONE 693-3708.

FORWARD PERSONAL QUALIFICATIONS STATEMENT, STANDARD FORM 171, TO THE CONSOLIDATED CIVILIAN PERSONNEL OFFICE, NAVAL STATION, WASHINGTON, D.C. 20390, ON OR BEFORE THE CLOSING DATE AND REFER TO THE VACANCY ANNOUNCEMENT NUMBER INDICATED BELOW.

THERE WILL BE NO DISCRIMINATION IN SELECTION BECAUSE OF NON-MERIT REASONS (I.E., RACE, SEX, COLOR, RELIGION, NATIONAL ORIGIN, LAWFUL POLITICAL AFFILIATION, PHYSICAL HANDICAP, MARITAL STATUS, OR MEMBERSHIP OR NON-MEMBERSHIP IN AN EMPLOYEE ORGANIZATION).

EMPLOYEES WHO HAVE BEEN NOTIFIED OF INCLUSION IN THE "UNDER UTILIZED" FILE WILL BE AUTOMATICALLY CONSIDERED FOR THE POSITION; HOWEVER, SUCH INDIVIDUALS MAY BE SPECIFICALLY REQUESTED TO SUBMIT AN UPDATED STANDARD FORM 171.

THE FILLING OF THIS VACANCY IS SUBJECT TO THE AVAILABILITY OF PRIORITY REFERRAL CANDIDATES FROM ACTIVITIES IN DEPARTMENT OF DEFENSE UNDERGOING REDUCTION-IN-FORCE OR CLOSURE.

POSITION	Management Technician, GS-344-4, PD 1451, $6202 to $8065 per annum	ANNOUNCEMENT NO. 3-1(71)
LOCATION	Headquarters, Naval District Washington, D. C. District Management Assistance Office, Washington Navy Yard, Washington, D. C.	DATE 2-15-71
AREA OF CONSIDERATION	Commuting Area - All Sources	CLOSING DATE 3-1-71

DUTIES: The incumbent will maintain all District Management Assistance Office files and will type material of a technical nature requiring a general knowledge of management terminology. The incumbent will also compile data for administrative and technical management reports and assist in the periodic submission of these reports. Other duties involve working with staff personnel in such matters as forms development and design, records maintenance and disposition, and Instructions and Directives Maintenance.

ELIGIBILITY: To be eligible for consideration applicants must meet the minimum qualification standards of CSC Handbook X-118, which is available for review in Civilian Personnel Offices.

EVALUATION FACTORS: Job related evaluation criteria will be used to differentiate among applicants.

RANKING: Ranking of eligible candidates to determine the highly qualified will be based on values assigned to the evaluation factors. In addition, supervisory appraisals, experience, training and awards will be used in the evaluation process.

SELECTION: Selection will be made from the best qualified candidates.

NOTE: This position is a trainee position with development potential to GS-7.

WRITTEN TEST ☐ YES ☒ NO   COMPETITIVE STATUS ☒ YES ☐ NO

NDW-NAVSTA 12300/8 (Rev. 3-70)   GPO 888-100

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Figure 9-3.—Merit Promotion Program vacancy announcement.

of possible candidates is referred to the agency for consideration along with other applicants. The list is returned to the CSC along with the selectee's name; the Commission determines if he meets the qualification standards for the grade for which selected and gives final approval.

Within the Department of the Navy, the Civilian Executive Management Board, chaired by the Under Secretary of the Navy makes policy on executive assignment in the Navy. Members of the board include the four Assistant Secretaries of the Navy, the Chief of the Bureau of Naval Personnel, the Chief of Naval Material, the Deputy Chief of Naval Operations, and the Assistant Commandant of the Marine Corps.

Five functional panels consider each candidate's qualifications for promotion to a position within their respective areas. The panels are:

- Research and Development
- Legal
- Financial Management
- Logistics
- Administration

It should be noted that not every organization or activity in the Department of the Navy is allotted executive level positions. Most of these positions are located either at Naval laboratories or at the Navy Department.

A proposal for the creation of a new Federal Executive Service (to be a separate service similar to the Foreign Service) is now under study.

If additional information is desired concerning the Executive Assignment System, refer to CMMI 305.

TYPES OF CIVILIAN APPOINTMENTS

Currently, there are four basic types of civilian appointments which can be made: the career-conditional appointment, the career appointment, the temporary appointment, and the term appointment.

Career-Conditional Appointment

The career-conditional appointment is given to an eligible certified from a civil service register for appointment to a nontemporary position in the Competitive service. This appointment is subject to a probationary period of 1 year.

A career-conditional employee automatically becomes a career employee at the termination of 3 years of substantially continuous service. Upon completion of the 1-year probationary period, any appointee, veteran or nonveteran, has statutory protection against summary removal, suspensions of more than 30 days, and demotions.

Employees who have career and career-conditional status may be transferred, promoted, or reassigned. A career-conditional employee who leaves Government service retains competitive status (eligibility for reinstatement in the Federal Service without again passing a competitive examination) for 3 years.

Career

The career appointment confers competitive status, without time limitations. A career employee enjoys the same protection against removal and against downgrading as described under the career-conditional appointment.

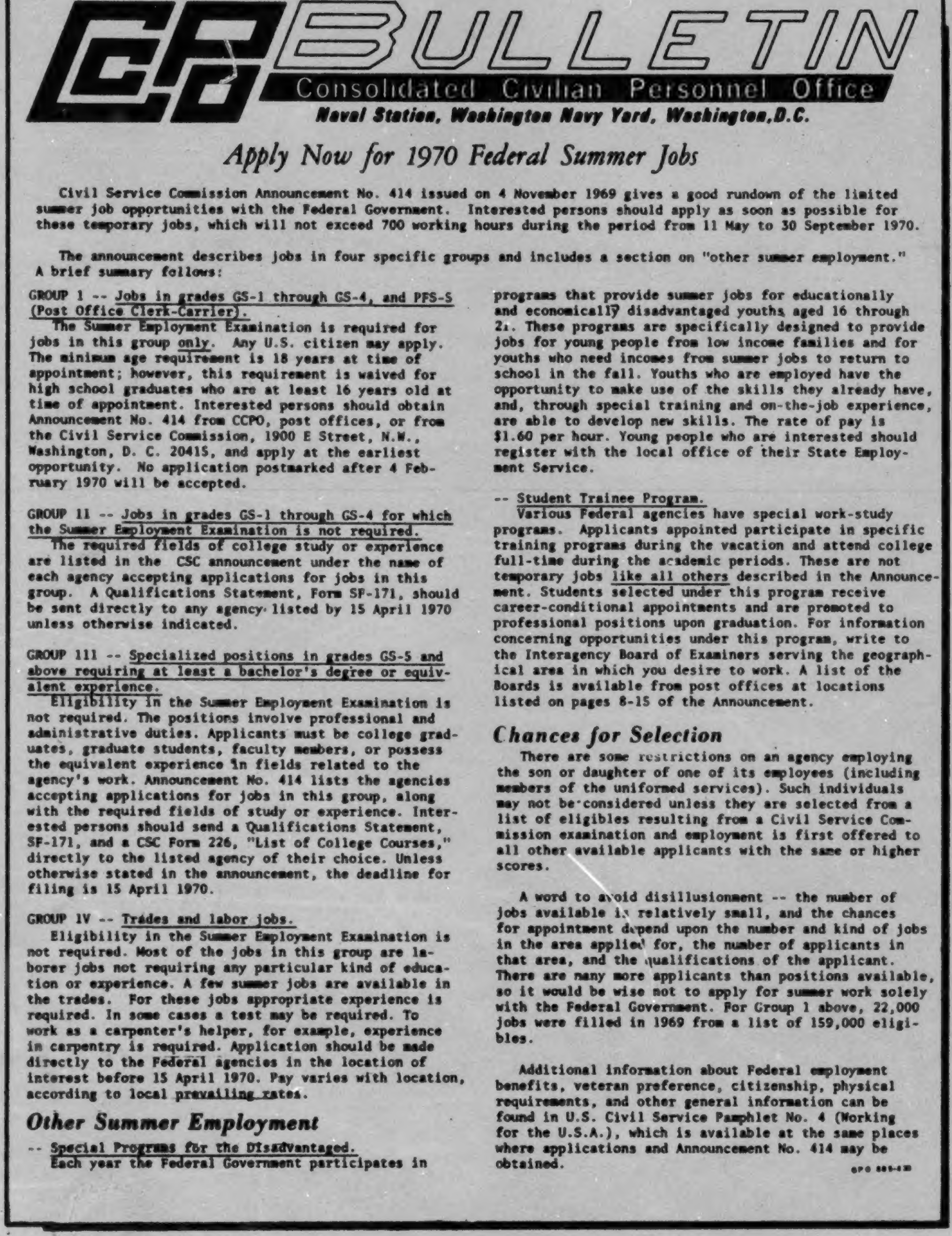
Temporary And Term

Temporary appointments include such types as temporary appointments pending the establishment of registers (TAPERS) and appointments made for any specifically limited period of less than 1 year (fig. 9-4). There are several kinds of indefinite appointments and term appointments.

Temporary employees, except certain indefinite employees, may be subject to displacement by the Commission at any time. Indefinite employees who have completed a probationary period of 1 year have statutory protection against summary removal, suspension for periods of more than 30 days, and demotion. TAPERS are normally displaced as soon as appropriate registers are established. However, if the TAPER is within reach on the register, his appointment may be converted to career-conditional.

A temporary employee cannot be promoted and cannot transfer to another job. He is not under the retirement system. Persons over 70 years of age can be given only temporary appointments, but they can be renewed.

A term appointment is made for work on a specific project that is to last more than 1 year but less than 4 years. A term employee can be promoted or reassigned to other positions within the project for which he was hired. He is not under the retirement system. The names of



BULLETIN

Consolidated Civilian Personnel Office

Naval Station, Washington Navy Yard, Washington,D.C.

Apply Now for 1970 Federal Summer Jobs

Civil Service Commission Announcement No. 414 issued on 4 November 1969 gives a good rundown of the limited summer job opportunities with the Federal Government. Interested persons should apply as soon as possible for these temporary jobs, which will not exceed 700 working hours during the period from 11 May to 30 September 1970.

The announcement describes jobs in four specific groups and includes a section on "other summer employment." A brief summary follows:

GROUP 1 -- Jobs in grades GS-1 through GS-4, and PFS-5 (Post Office Clerk-Carrier).

The Summer Employment Examination is required for jobs in this group only. Any U.S. citizen may apply. The minimum age requirement is 18 years at time of appointment; however, this requirement is waived for high school graduates who are at least 16 years old at time of appointment. Interested persons should obtain Announcement No. 414 from CCPO, post offices, or from the Civil Service Commission, 1900 E Street, N.W., Washington, D. C. 20415, and apply at the earliest opportunity. No application postmarked after 4 February 1970 will be accepted.

GROUP 11 -- Jobs in grades GS-1 through GS-4 for which the Summer Employment Examination is not required.

The required fields of college study or experience are listed in the CSC announcement under the name of each agency accepting applications for jobs in this group. A Qualifications Statement, Form SF-171, should be sent directly to any agency listed by 15 April 1970 unless otherwise indicated.

GROUP 111 -- Specialized positions in grades GS-5 and above requiring at least a bachelor's degree or equivalent experience.

Eligibility in the Summer Employment Examination is not required. The positions involve professional and administrative duties. Applicants must be college graduates, graduate students, faculty members, or possess the equivalent experience in fields related to the agency's work. Announcement No. 414 lists the agencies accepting applications for jobs in this group, along with the required fields of study or experience. Interested persons should send a Qualifications Statement, SF-171, and a CSC Form 226, "List of College Courses," directly to the listed agency of their choice. Unless otherwise stated in the announcement, the deadline for filing is 15 April 1970.

GROUP 1V -- Trades and labor jobs.

Eligibility in the Summer Employment Examination is not required. Most of the jobs in this group are laborer jobs not requiring any particular kind of education or experience. A few summer jobs are available in the trades. For these jobs appropriate experience is required. In some cases a test may be required. To work as a carpenter's helper, for example, experience in carpentry is required. Application should be made directly to the Federal agencies in the location of interest before 15 April 1970. Pay varies with location, according to local prevailing rates.

Other Summer Employment

-- Special Programs for the Disadvantaged.

Each year the Federal Government participates in programs that provide summer jobs for educationally and economically disadvantaged youths aged 16 through 21. These programs are specifically designed to provide jobs for young people from low income families and for youths who need incomes from summer jobs to return to school in the fall. Youths who are employed have the opportunity to make use of the skills they already have, and, through special training and on-the-job experience, are able to develop new skills. The rate of pay is $1.60 per hour. Young people who are interested should register with the local office of their State Employment Service.

-- Student Trainee Program.

Various Federal agencies have special work-study programs. Applicants appointed participate in specific training programs during the vacation and attend college full-time during the academic periods. These are not temporary jobs like all others described in the Announcement. Students selected under this program receive career-conditional appointments and are promoted to professional positions upon graduation. For information concerning opportunities under this program, write to the Interagency Board of Examiners serving the geographical area in which you desire to work. A list of the Boards is available from post offices at locations listed on pages 8-15 of the Announcement.

Chances for Selection

There are some restrictions on an agency employing the son or daughter of one of its employees (including members of the uniformed services). Such individuals may not be considered unless they are selected from a list of eligibles resulting from a Civil Service Commission examination and employment is first offered to all other available applicants with the same or higher scores.

A word to avoid disillusionment -- the number of jobs available is relatively small, and the chances for appointment depend upon the number and kind of jobs in the area applied for, the number of applicants in that area, and the qualifications of the applicant. There are many more applicants than positions available, so it would be wise not to apply for summer work solely with the Federal Government. For Group 1 above, 22,000 jobs were filled in 1969 from a list of 159,000 eligibles.

Additional information about Federal employment benefits, veteran preference, citizenship, physical requirements, and other general information can be found in U.S. Civil Service Pamphlet No. 4 (Working for the U.S.A.), which is available at the same places where applications and Announcement No. 414 may be obtained.

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Figure 9-4. — Recruiting bulletin.

persons who accept a temporary or term appointment stay on the list of eligibles from which they were appointed. This means that they remain eligible for permanent jobs that are normally filled by career-conditional or career appointments.

VARIATIONS IN CIVILIAN APPOINTMENTS

Although new appointments are normally made from lists (registers) provided by the Civil Service Commission, the majority of civilian personnel actions do not involve the Civil Service Commission. Transfers from other Government agencies, and promotions and transfer from within an agency, are ordinarily accomplished without reference to the Commission. (Promotions are made under the Merit Promotion Program of the activity or agency, discussed in chapter 13.)

Not all civilian employees are hired through the competitive examination process. Some employees are in "excepted" jobs. For example, auxiliary chaplains and other clergymen requested for occasional ministries at naval activities are given excepted appointments under authority of FPM 213, on a fee basis. Appointments of auxiliary chaplains are subject to prior approval of the Chief of Chaplains. Details are given in SECNAVINST 1730.3D.

When no register of eligibles is available for making competitive appointments, the Civil Service Commission authorizes the agency to do its own recruiting. During periods of expansion this authority is used extensively.

Veterans' Preference

In the hiring of civilian employees, the law requires that preference be given to veterans and to some classifications of wives, widows, and mothers of veterans. Persons entitled to veteran preference are given extra points on their examination scores (5 points for an honorably discharged veteran, 10 points for a veteran who has compensable service connected disability of 10 percent or more). They also have exclusive right of appointment to certain positions.

Special Civilian Recruiting Policies

Since the Government has difficulty in recruiting civilian employees in certain shortage categories, Congress has passed legislation to provide inducements to prospective employees and to enable the Government to reach a larger number of people. As a result of this legislation, the Navy, may now:

1. Use paid advertising to recruit for shortage personnel, as well as for certain other related purposes.
2. In-hire (hiring for an original appointment) at above minimum salaries, individuals in shortage categories of scientific, engineering, and others where the Civil Service Commission finds that a sufficient number of eligibles cannot be secured at minimum salaries.
3. Pay the travel and moving expenses to the first duty station of the following: (a) positions for which the Civil Service Commission determines there is a manpower shortage, and (b) student trainees promoted to such positions upon completion of college work, unless such payment was provided when they were appointed student trainees.

It should be noted that varying conditions and circumstances may alter employment procedures. Employment of retired military officers or noncitizens, for example, is subject to certain special statutory and regulatory restrictions. Limitations may also be placed on appointing authorities during periods of retrenchment. Consequently, the local civilian personnel office or the Office of Civilian Manpower Management and the latest Civil Service Commission regulations and policies should always be consulted prior to any personnel action.

Non-Civil Service Employees

Civil service regulations except the provisions of the Equal Employment Opportunity Program (EEO) do not apply to recruiting procedures and policies of Navy exchanges. The employment of civilians to occupy positions in an exchange is authorized by the exchange officer, subject to such limitations as may be imposed by the Navy Resale Systems Office.

Civil service regulations (with the exception of the EEO Program) do not apply to the recruitment of employees of Navy messes, except civil service graded and ungraded employees of Navy messes (closed). However, legislation is now pending in Congress that would bring so-called non-appropriated fund workers (the 90,000 employees of post exchanges and military support activities, including employees of Navy messes and exchanges) under the wage board salary setting plan. Under the plan, Federal wage board pay is based on local industry rates and reconsidered annually. At present, the employment of non-civil service personnel is controlled by the mess treasurer, subject to the approval of the commanding officer of the activity served by the mess.

DETAILS

By definition a detail is the temporary assignment of an employee to a different position for a specified period, with the employee returning to his regular duties at the end of the detail. This particular action is utilized to cover a temporary (emergency) manpower shortage or need, and is intended only for meeting the temporary needs of an agency's work program when necessary services cannot be obtained by other desirable or practicable means. Technically, a position is not filled by a detail assignment, and the employee continues to be the incumbent of the original position from which he was assigned.

Detail assignments are applicable to both Graded and Ungraded employees, in both the competitive and excepted service, and may be to any reasonable duties—either up, laterally, or downward. Some of the reasons for emergency details are: (a) to meet emergencies occasioned by abnormal workload or reduced staffing in a given area, (b) changes in mission or organization, or (c) unanticipated or extended absences causing manpower shortages in essential areas. In addition to these, there are several other situations which could warrant the detailing of individuals for a given time period, and among them are: (a) pending official assignment, (b) pending description and classification/reclassification of a position, (c) pending security clearance, and (d) various training purposes.

The employee does not have to meet the CSC qualification standards of the position to which he is being detailed, but except for brief periods, an employee should not be detailed to perform work of a higher grade level unless there are compelling reasons for doing so. Under such circumstances, normal competitive promotional routes should be implemented as soon as possible to eliminate possible areas of contention before they are allowed to develop. There are certain competitive procedure requirements which must be utilized if, at the outset, a detail to a higher grade position (or to a position with known promotion potential) is known or anticipated to extend beyond 60 days. All details to higher grade positions must be confined to a maximum period of 120 days, unless prior approval is obtained from the Civil Service Commission to extend an additional 120 days, making a total of 240 days. Generally speaking, details are limited to a period of 120 days, however there is no definite time limit established for details involving lateral or downward assignments, and if legitimate reasons are presented, the commission may approve longer extensions than a total of 240 days.

It should be noted that Commission approval is not necessary for details in excess of 120 days IF the employee is detailed to a position which is either (a) an identical position or (b) a position of the same grade, series, and basic duties as his regular position. This latter exception is meant to eliminate unnecessary paperwork when the same function is performed from a number of different organizational or geographic points and it becomes necessary to augment the staff of one office with personnel from another office for a temporary period—such situations should be closely scrutinized to insure concurrence with the guidelines established for such cases. Agencies, and more specifically the supervisors, are still responsible for keeping not only this type, but all details within the shortest practicable time limits. They are further responsible for securing the necessary personnel services and regulatory information through consultation with qualified members of the Civilian Personnel Office staff together with the use of appropriate personnel actions.

The control of detail duration is a must in preventing the compromise of the open-competitive principle of the merit system or the principles of job evaluation.

One final point to be noted is that an employee may not receive, as the result of a detail: (1) additional pay or allowance for performing the duties of another position or employee, or (2) pay in addition to the regular pay received for employment held before his appointment or designation as acting for or instead of an occupant of another position or employment. The only exception to this is the payment of Hazard Pay for those activities which have been designated for such compensation.

Details of employees are discussed in subchapter 8 of FPM 300.

REHIRING OF DISPLACED EMPLOYEES

Federal Departments and agencies are required to file specific reports on their success in providing continuing employment for displaced career workers in accordance with recent CSC action. The reports help the CSC to monitor closely the effectiveness of agency placement efforts and serve as the basis for Commission reports to the President.

Federal workers affected by manpower reductions in the Department of Defense (and other Federal agencies) are to be given first priority for vacancies in other agencies. Commission examining offices cannot certify names from lists of eligibles nor authorize appointments from other sources as long as there are qualified and available displaced employees registered with Commission offices.

The Department of Defense is exerting efforts to place its own separated employees by "freezing" new hires and promotions to vacancies for which Defense employees are eligible and available, but it cannot guarantee job offers to all affected persons.

The Commission's most recent action was taken in support of President Nixon's April 24, 1970 directive to Federal agencies in which he said:

> "I urge all other departments and agencies to give priority consideration to displaced career employees when filling their vacancies." He said that "while the Civil Service Commission will provide leadership to this Government-wide placement effort, each department and agency must accept responsibility for assuring that qualified displaced employees are given full and sympathetic consideration when vacancies are filled."

Procedures for referring displaced employees to other agencies for consideration were strengthened by the Commission in January, 1970 in a program designed to speed the processing of applications and to give displaced workers consideration for a wider range of Federal jobs. Under the revised program a displaced employee is entitled to placement assistance within any one civil service region, and at his request, in the metropolitan Washington, D.C., area as well.

EQUAL EMPLOYMENT OPPORTUNITY

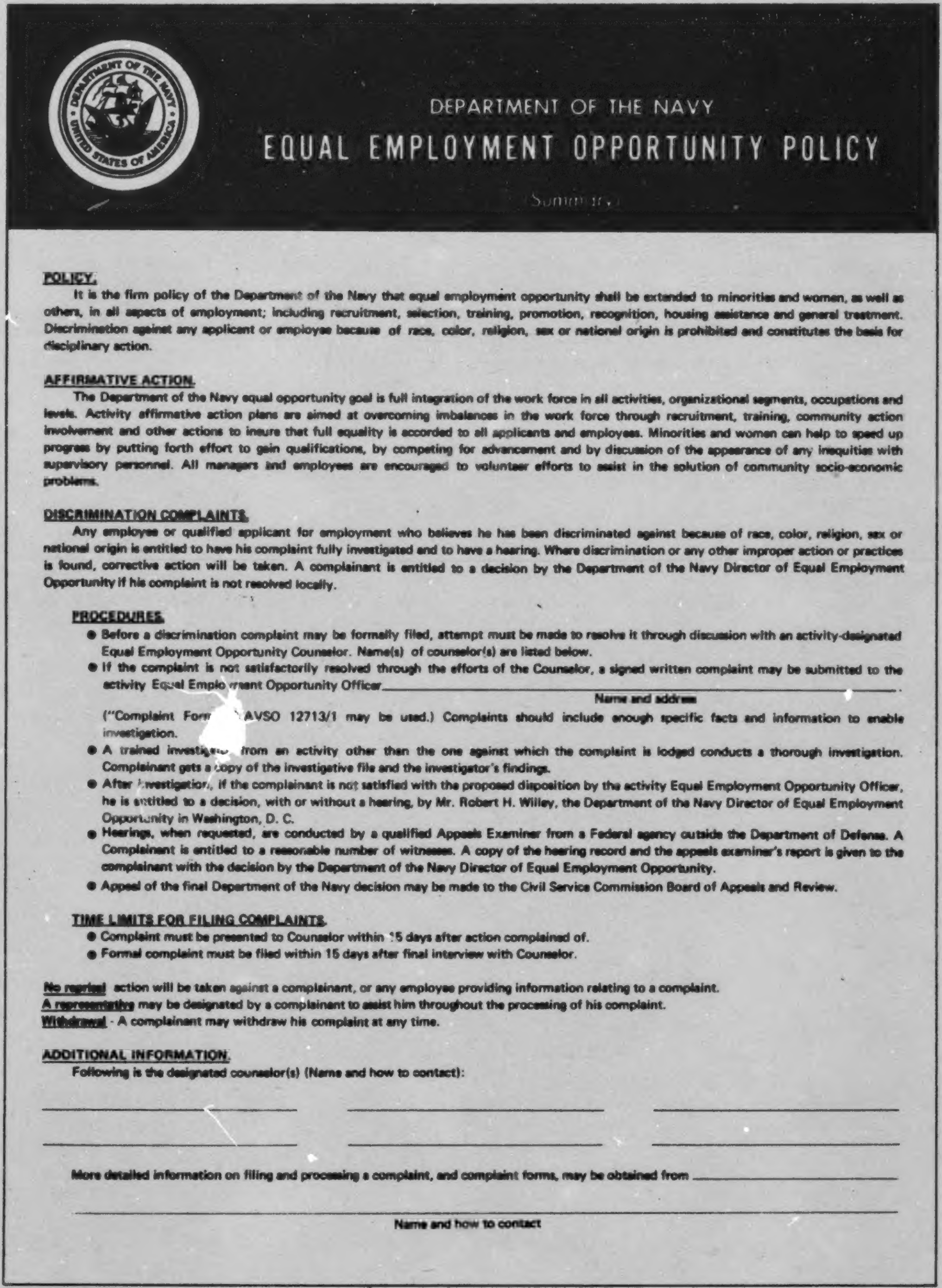
It is the policy of the United States Government and the Department of the Navy to provide equality of treatment and opportunities for all civilian employees and applicants for employment without regard to race, color, religion, sex, or national origin. Any form of racial segregation is prohibited. The Department of the Navy goal is a fully integrated work force in all activities in all occupations and at all levels.

Primary responsibility for the Navy's Equal Employment Opportunity Program is assigned to the Assistant Secretary of the Navy (Manpower and Reserve Affairs), who provides direction and supervision in the development of plans, programs, and procedures which will assure equality of opportunity for all personnel. This includes the development of effective community relationships with minority groups. The Assistant Secretary of the Navy (Manpower and Reserve Affairs) evaluates and appraises the effectiveness with which these plans, programs, and procedures are implemented.

A Department of the Navy Director of Equal Employment Opportunity is designated to assist the Secretary in carrying out the program and to make final Navy decisions on complaints of discrimination lodged against Navy personnel by employees or employee applicants.

The Commanding Officer of each activity has the immediate responsibility for initiating aggressive, affirmative action programs which will ensure genuine equality of opportunity for members of minority groups and women to participate fully in all aspects of employment, in all organizational units, occupations, and levels of responsibility in the activity. He is responsible for ensuring that the provisions of chapter 713 of the Federal Personnel Manual are followed. He is also responsible for ensuring that provisions of the Equal Employment Opportunity Program including his personal support of the program are publicized through bulletin board posters such as the one shown in figure 9-5, local instructions, and other appropriate means.

Commandants of Naval Districts coordinate the equal opportunity efforts of commands within their districts and maintain continuing contact and communications with minority group community leaders, particularly in areas where there are a number of naval and Marine Corps activities.



DEPARTMENT OF THE NAVY

EQUAL EMPLOYMENT OPPORTUNITY POLICY

(Summary)

POLICY.

It is the firm policy of the Department of the Navy that equal employment opportunity shall be extended to minorities and women, as well as others, in all aspects of employment; including recruitment, selection, training, promotion, recognition, housing assistance and general treatment. Discrimination against any applicant or employee because of race, color, religion, sex or national origin is prohibited and constitutes the basis for disciplinary action.

AFFIRMATIVE ACTION.

The Department of the Navy equal opportunity goal is full integration of the work force in all activities, organizational segments, occupations and levels. Activity affirmative action plans are aimed at overcoming imbalances in the work force through recruitment, training, community action involvement and other actions to insure that full equality is accorded to all applicants and employees. Minorities and women can help to speed up progress by putting forth effort to gain qualifications, by competing for advancement and by discussion of the appearance of any inequities with supervisory personnel. All managers and employees are encouraged to volunteer efforts to assist in the solution of community socio-economic problems.

DISCRIMINATION COMPLAINTS.

Any employee or qualified applicant for employment who believes he has been discriminated against because of race, color, religion, sex or national origin is entitled to have his complaint fully investigated and to have a hearing. Where discrimination or any other improper action or practices is found, corrective action will be taken. A complainant is entitled to a decision by the Department of the Navy Director of Equal Employment Opportunity if his complaint is not resolved locally.

PROCEDURES.

- Before a discrimination complaint may be formally filed, attempt must be made to resolve it through discussion with an activity-designated Equal Employment Opportunity Counselor. Name(s) of counselor(s) are listed below.
- If the complaint is not satisfactorily resolved through the efforts of the Counselor, a signed written complaint may be submitted to the activity Equal Employment Opportunity Officer ______________________________.

  Name and address

  ("Complaint Form [illegible]AVSO 12713/1 may be used.) Complaints should include enough specific facts and information to enable investigation.
- A trained investigator from an activity other than the one against which the complaint is lodged conducts a thorough investigation. Complainant gets a copy of the investigative file and the investigator's findings.
- After investigation, if the complainant is not satisfied with the proposed disposition by the activity Equal Employment Opportunity Officer, he is entitled to a decision, with or without a hearing, by Mr. Robert H. Willey, the Department of the Navy Director of Equal Employment Opportunity in Washington, D. C.
- Hearings, when requested, are conducted by a qualified Appeals Examiner from a Federal agency outside the Department of Defense. A Complainant is entitled to a reasonable number of witnesses. A copy of the hearing record and the appeals examiner's report is given to the complainant with the decision by the Department of the Navy Director of Equal Employment Opportunity.
- Appeal of the final Department of the Navy decision may be made to the Civil Service Commission Board of Appeals and Review.

TIME LIMITS FOR FILING COMPLAINTS.

- Complaint must be presented to Counselor within 15 days after action complained of.
- Formal complaint must be filed within 15 days after final interview with Counselor.

No reprisal action will be taken against a complainant, or any employee providing information relating to a complaint.
A representative may be designated by a complainant to assist him throughout the processing of his complaint.
Withdrawal - A complainant may withdraw his complaint at any time.

ADDITIONAL INFORMATION.

Following is the designated counselor(s) (Name and how to contact):

More detailed information on filing and processing a complaint, and complaint forms, may be obtained from ______________________________

Name and how to contact

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Figure 9-5. — Equal Employment Opportunity policy.

Executive Order 11478

Executive Order 11478 (which superseded EO's 11246 and 11375) amends Equal Employment Opportunity regulations to call for additional steps by agencies and by the Civil Service Commission (CSC).

Under the order, agency heads are charged with the responsibility to:

- Provide sufficient resources to administer the program in a positive and effective manner.
- Assure that recruitment activities reach all sources of job candidates.
- Utilize employee skills to the fullest extent by all means, including redesigning jobs where feasible so that tasks not requiring the full use of skills of incumbents are concentrated in jobs with lower skill requirements.
- Provide maximum feasible opportunity to employees to enhance their skills.
- Assure participation at the local level in cooperative efforts to improve community conditions which affect employability.
- Provide for a system for periodically evaluating the effectiveness with which the policy is carried out.

In accordance with the order the CSC has approved amendments to its EEO regulations to:

- Require an agency to provide for the recognition of employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity.
- Emphasize that an agency's campaign to eradicate prejudice and discrimination includes taking disciplinary action against employees who engage in discriminatory practices, and require that the functions assigned to the EEO Director include recommending disciplinary action when warranted.
- Permit an agency to maintain minority group employment data in an automated data processing system in accordance with standards and requirements prescribed by the Commission to ensure individual privacy and the separation of that information from personnel records.

The regulations require agencies to provide orientation, training, and advice to managers and supervisors to assure their understanding and implementation of the policy and program.

The provisions of Executive Order 11478 and the regulations of the Civil Service Commission on Equal Employment Opportunity apply to all civilian positions in the Department of the Navy wherever located and whether or not in the competitive service; and the remedies provided therein must be made available to all employees and qualified applicants for employment in the Department of the Navy, except aliens outside the limits of the United States. Employees paid from nonappropriated funds, as well as those paid from appropriated funds, are covered by this policy.

Principles of equal opportunity must be followed in the selection of participants for Department of Defense training programs. Also, all academic institutions must be fully informed of employment opportunities within the Department of Defense, without regard to race, color, religion, or national origin affiliation of the institution. No employee recreational organization which practices discrimination based on race, color, religion, or national origin can be permitted to use the name of or be sponsored by any activity of the Department of the Navy. No facility of the Department of the Navy is permitted to recognize or consult with any employee organization which denies membership to employees because of race, color, religion, or national origin.

Off-station facilities are not used for official functions or sponsored recreational activities unless full access is available to all personnel on a nondiscriminatory basis.

Resolving Discrimination Complaints

Informal resolution is the keynote in the revised discrimination complaint process recently announced by the Civil Service Commission. The new regulations, which went into effect in July 1969 make an Equal Employment Opportunity (EEO) Counselor the initial contact who provides an opportunity for informal resolution of complaints.

Any complaint alleging discrimination based on race, color, religion, sex, or national origin must first consult informally with the EEO Counselor before a formal complaint may be filed. The counselor:

- Discusses the matter with the complainant,
- Investigates the mater as necessary, gathers pertinent facts, contacts responsible members of management and/or the EEO Officer as appropriate,
- Informs complainant of his findings and advises him on the merits of his complaint,

- If a formal complaint is filed, provides written report to EEO Officer.

Many incidents involving lack of information or misinformation or misunderstanding can be cleared up in this manner. Affirmative support of the counselor's efforts is also needed if some administrative action appears desirable.

In the absence of resolution at this point in the procedure, a formal complaint may be filed with the commanding officer. The formal complaint process includes:

- Investigation of the complaint by an individual from an activity or command other than the activity at which the complaint was filed.
- Discussion between the head of the activity and the complainant regarding the investigative file and further attempt at mutually acceptable resolution.
- A hearing (if requested) before an appeals examiner from outside the Department of Defense.
- A decision made by the Director of Equal Employment Opportunity, Department of the Navy.

In order for a discrimination complaint to be valid, it must be discussed with the EEO counselor within 15 days after the action complained of. Formal complaints must be filed within 15 days after final interview with EEO counselor. Formal complaints must be signed, written complaints which include enough specific facts and information to enable investigation.

SUMMARY

Navy recruiting programs are directed at obtaining adequate numbers of qualified men and women to serve in officer, enlisted, and civilian billets.

Officer procurement programs are designed to secure both Regular and Reserve officers for the Navy. Most Regular officers are obtained from the Naval Academy, Naval Reserve Officer Training Corps (Regular), and the Naval Enlisted Scientific Education Program. Reserve officers are procured through various programs to meet the immediate and mobilization needs of the Navy. Through the Augmentation Program, Reserve officers who qualify may apply for Regular status.

Enlisted personnel are recruited from among persons who meet specific age, character, dependence, mental, and physical qualifications. Applicants enlist for specific periods, which, after they may extend or reenlist, if recommended by their commanding officer. Career counseling, which provides prospective enlistees and reenlistees with career information, is directed at obtaining and retaining personnel who possess the skills and abilities which the Navy needs.

Civilian employment is generally conducted under standards and procedures established by the Civil Service Commission. The Commission does not ordinarily take action in individual cases of employment and cannot require any appointment to be made. However, any appointments that are made must conform to applicable standards, rules, and procedures and are subject to review for conformity. The chiefs of the bureaus, offices, and systems commands in Washington, D.C., and the commanding officers of field activities have been delegated appointing authority by the Secretary of the Navy. Normally, appointments are of four types: career, career-conditional, term, and temporary. Navy exchange employees and certain employees of Navy messes are not within the jurisdiction of civil service regulations at present. All Navy employees are covered by the provisions of the Equal Employment Opportunity Program.

NOTE: The Navy Recruiting Service and the Recruiting Division of BUPERS were combined in April 1971 to form the Navy Recruiting Command (COMNAVCRUITCOM) which is responsible to the Chief of Naval Personnel.

CHAPTER 10

EDUCATION AND TRAINING

This chapter discusses the basic concepts, principles and goals of Navy education and training programs to enable you to:

- Develop a general knowledge of education and training programs available for officer, enlisted, and civilian personnel.

- Be able to give general advice to subordinates concerning the career incentives and opportunities available to them and use proper channels and procedures in furthering their training and education.

- Be familiar with the training available for your own professional development and that of junior officers and enlisted men.

- Know what kind of training and experience personnel who report to your activity have had and be able to interpret the training records of your men in determining what level of performance you should expect.

- Perform any duties in connection with reservists in such a way as to further their training and increase the usefulness of Reserve personnel to the Regular Navy.

- Develop a general understanding of civilian training, development and career planning programs in order to contribute to operating efficiency and morale when assigned to work with civilians.

- Appreciate the contribution of civilian training.

- Be aware of basic training techniques used and some of the new methods being developed.

- Contribute to the retention and development of high caliber personnel.

Education and training in the Navy supplement that received by officer and enlisted personnel before they entered the service. The main purposes are to increase the usefulness of the individual to the organization and to provide the climate and career incentives that will attract and retain high caliber personnel. These same objectives apply to the training and development opportunities provided for civilian employees of the Navy.

In recognition of the principle that the naval warfare machine is only as good as the men who run it, the education and training program strives to keep pace with technological developments. For instance, scientific advances in the radiological and missile fields must be accompanied by corresponding adaptations in the training programs. The Navy recognizes that gains in education and training demand: (1) adoption of technological and tactical improvements without delay; (2) utilization of significant advances in civilian education, psychology, and other sciences; (3) continuing objective appraisal of all educational and training programs; and (4) integration with the training and educational activities of other U.S. military services, where feasible and advantageous to naval training programs.

That naval education and training should provide the challenging environment, opportunity, stimulus, and guidance which promote the complete development of men is a fundamental concept of the Navy's training establishment. World War II taught, however, that the Navy must recognize specialization as a prominent factor in its existence and that the training and education program must continue to recognize and adapt itself to this concept of specialization.

Naval programs do not stop with training the individual singly. Recognizing that many of the complex functions of modern warfare may be successfully accomplished only by the integrated action of several individuals functioning together as a team, the Navy also emphasizes operational, team, or group training of officer and enlisted personnel working together in the accomplishment of a single coordinated task (functional training).

The Federal Personnel Manual (FPM) published by the Civil Service Commission and Civilian Manpower Management Instructions (CMMIs) published by the Office of Civilian Manpower Management define the types of training recommended for various civilian employees in different periods of their careers.

The organization for military and civilian training and some of the programs provided for developing officer, enlisted, and civilian personnel are described in this chapter.

RESPONSIBILITIES FOR MILITARY TRAINING

U.S. Navy Regulations (1948) provides that the Chief of Naval Operations (CNO) shall command the operating forces and be responsible for their administration and use, including their training readiness and preparation for war. CNO has delegated some responsibility for training to the systems commands, bureaus, and offices and established the Deputy Chief of Naval Operations (Manpower and Naval Reserve) as the OPNAV focal point for surface/subsurface training. The Commandant of the Marine Corps is responsible for all training of the Marines.

Until recently, the Chief of Naval Personnel was responsible for all education and training of Regular and Reserve personnel as INDIVIDUALS, except the professional training of medical and aviation personnel.

In a major reorganization of the Navy's training structure, the Chief of Naval Operations established (effective 1 August 1971) the Naval Training Command (with headquarters at Pensacola, Florida) headed by the Chief of Naval Training. The Naval Training Command is to have four subordinate commands as follows:

- The Chief of Naval Air Training at Pensacola, Florida
- The Chief of Naval Technical Training, based at Memphis, Tennessee
- The Chief of Naval Air Reserve Training at Glenview, Illinois
- A new Naval Training Support Command.

Most of the functions previously performed under the Assistant Chief of Naval Personnel for Education and Training (Pers-C) are being transferred to Pensacola and Memphis, but some become a part of the new office of Director, Naval Education and Training (DNET) in OPNAV.

Management of officer specialized training and officer candidate training is being moved to Memphis and Pensacola. Management of "education programs" such as NROTC and the Naval Academy is to remain as a staff function in Washington. DOD programs managed by the Navy, overseas dependent schools, and similar programs also are to remain in Washington.

The Naval Reserve is not presently affected by the establishment of the Naval Training Command except that the Chief of Naval Air Reserve Training reports through the Chief of Naval Training.

The Deputy Chief of Naval Operations (Air) is responsible for all phases of aviation training ashore and afloat. He discharges this responsibility through the Chief of Naval Training. The Chief of Naval Air Reserve Training (CNARESTRA) is responsible for the readiness and training of Selected air reserve squadrons and groups.

The systems commands, the Judge Advocate General, the Chief of Naval Research, and certain branches of the Office of the Chief of Naval Operations make recommendations relative to the training and education of naval personnel who are assigned, or are intended for assignment, to duty in technical areas over which they have authority.

The Chief of the Bureau of Medicine and Surgery is responsible for the education and training of all medical personnel.

The Chief of Naval Material has cognizance over the Naval Training Devices Center — the activity which develops synthetic training devices in accordance with recommendations of the Chief of Naval Personnel and of other Navy training agencies.

SURFACE/SUBSURFACE TRAINING PROGRAMS

The primary purpose of the Navy training establishment based ashore is to provide for the training of personnel required by the Operating Forces when such training is better conducted ashore.

Training provided to meet this objective may be identified in general in two categories:

1. Long term, broader, basic training designed to provide officers and enlisted men with knowledge and skills on which operational commands can build proficiency through in-service training and operational experience. This formal training encompasses recruit training, enlisted rating training, and specialized, technical training leading to assignment of skill designators. Also included in this longer term category of training is the career-development education and training for officers. The Fleet Commanders-in-Chief are innately interested in this category of training because it provides the career orientation and practical knowledges and skills needed by the Navy's people in performing Navy missions and tasks, both afloat and ashore.
2. Shorter range, refresher, or team training designed to bring personnel attached to afloat units to a level of improved proficiency in specific skills in a relatively short time. It is particularly necessary that this type of training be directly responsive to the immediate shorter-range and changing needs of the Fleet. This training is recognized as being of primary concern to the Fleet Commanders-in-Chief.

Experience has shown that the line of demarcation between the two types of training described is not always readily identified. Intermingling of the two types has come to be essential, efficient, and economical. These two types of training must be so employed as to assure, on the whole, an efficient, economical and effective combination. The training organization, concepts and procedures set forth by CNO were designed to accomplish this purpose.

OFFICER EDUCATION AND TRAINING

Naval officers are educated in a variety of ways. Their professional development is based on the need for continued and orderly training for duties of increased responsibility and complexity commensurate with their officer code designators and progress in grade. Particularly at the postgraduate level, educational planning of the Navy seeks to provide the officer with an academic background to assist him in developing a subspecialty. The educational pattern may include individual and operational training. Grade assignment officers should consider educational patterns in conjunction with the respective assignment patterns, as periods are provided in these assignment patterns for education.

The professional development pattern of a line officer may be divided into professional preparation (prior to commission or immediately after commissioning) and professional development. The latter has three phases: fundamental, intermediate, and advanced.

PROFESSIONAL PREPARATORY PERIOD

Some officers begin their naval education as midshipmen at the United States Naval Academy, at one of the Naval Reserve Officer Training Corps (NROTC) units, or at officer candidate schools; others become officers after years of service as enlisted men.

U.S. Naval Academy

The United States Naval Academy is maintained for the training and higher education of young men for the naval service.

The Naval Academy offers 25 major programs, as listed below, each leading to the Bachelor of Science degree. Completion of one of these majors is a requirement for graduation:

Aerospace Engineering; Marine Engineering; Mechanical Engineering; Naval Architecture; Ocean Engineering; Electrical Engineering; Systems Engineering (Weapons); Mathematics; Applied Science; Physics; Chemistry; Computer Science; Analytical Management; General Management; Oceanography; Operations Analysis; Economics; Foreign Affairs; History; Political Science; Literature; European Studies: French, German, or Italian; Far Eastern Studies: Chinese; Latin American Studies: Spanish or Portuguese; Soviet Studies: Russian.

Upon graduation midshipmen are granted the degree of bachelor of science and are commissioned as ensigns in the Navy or as second lieutenants in the Marine Corps.

Immediate Graduate Education Program.—Under this program, a limited number of outstanding midshipmen who have complete requisite graduate-level studies at the Naval Academy may be selected to continue their studies without interruption to the master's degree level.

They attain their degrees within nine to twelve months in accelerated programs arranged at certain civilian universities, or at the Naval Postgraduate School at Monterey, California. Other immediate graduate study opportunities for Naval Academy graduates include Churchill, Fulbright, Guggenheim, National Science Foundation, and Rhodes Scholarships, and Daedalian and Catholic University Fellowships.

Naval Reserve Officers Training Corps

The Naval Reserve Officers Training Corps (NROTC) is operated under administrative regulations issued by the Secretary of the Navy.

The NROTC is composed of naval training units established at civilian educational institutions of the United States, in each case under a department of naval science.

The mission of the Naval Reserve Officers Training Corps is to provide qualified officers for the Navy, Marine Corps, Naval Reserve, and Marine Corps Reserve through a permanent system of training and instruction in essential naval subjects.

NROTC students may pursue any field of major study leading to a baccalaureate or higher degree, except those prohibited by NROTC regulations. (Medical, dental, and theological courses are the major exceptions.) Their studies must include 24 semester hours of naval science, the curriculum for which is provided by the Navy. They also must have one year of college physics, mathematics through trigonometry, and English of sufficient scope to develop proficiency in oral and written expression.

Naval Junior Reserve Officers Training Corps

The Naval Junior Reserve Officers Training Corps (NJROTC) operates under the provision of Public Law 88-647, the "Reserve Officer's Training Corps Vitalization Act of 1964."

Units are established by the Secretary of the Navy at requesting secondary public and private schools, Military Junior Colleges providing high school and college instruction but not conferring baccalaureate degrees, and Military Institutes. Schools must meet accreditation criteria and provide adequate facilities.

The mission of this program is to develop informed citizens, strengthen character, promote an understanding of the military responsibility of each citizen, develop an appreciation of the Navy and the role of sea power in the national defense, and motivate students for careers in the United States Navy.

The curriculum, prescribed by the Secretary of the Navy and offering courses similar to the Senior NROTC Program, is of at least 3 academic years duration. Both academic and technical tracks are offered. Students successfully completing the NJROTC curriculum under the academic track are entitled to not less than one year of credit in the basic course of Senior ROTC when entering college; students successfully completing the technical track and the ROTC requirements may be considered upon enlistment for advanced promotions, waiver of basic technical training, and advanced technical training provided they can pass qualifying examinations.

To be eligible to participate in the program a student must be 14 years of age, physically fit to participate in the physical education program of the school, and complete such screening tests as may be required.

Units are staffed by retired commissioned and noncommissioned officers of the Navy, Marine Corps, or Coast Guard.

Merchant Marine Officer Training

The academies for training officers for the Merchant Marine include the U.S. Merchant Marine Academy, Kings Point, New York, and five state academies. Their mission is to prepare selected candidates for careers as officers in the U.S. Merchant Marine Service.

The Secretary of the Navy provides support, maintenance, and assistance wherever possible in areas, particularly with respect to future officers of the Merchant Marine, that will provide a strong Merchant Marine. The primary responsibility for the Merchant Marine, however, properly remains fixed with the Secretary of Transportation.

To the extent that budgetary limitations permit, the Navy participates in training Maritime Academy students by conducting Naval Science Courses, wherever practicable, in these institutions in order that the officers of our Merchant Marine may have some knowledge of naval procedures and further enhance their usefulness in the Merchant Marine in time of war.

Cadets accepted for enrollment in the U.S. Merchant Marine Academy, Kings Point, N.Y. in 1964 and subsequent years may be appointed Midshipmen, USNR.

Graduates of the U.S. Merchant Marine Academy and the State Maritime Academies may apply for appointment in the Naval Reserve as ensigns in the unrestricted line.

Officer Candidate Schools

The mission of the Officer Candidate school, Newport, Rhode Island, is to provide a concentrated course of naval indoctrination to certain prospective candidates for commissioned officer status. Instruction is provided in seamanship, communications, navigation, naval weapons, naval machinery, damage control, military justice, leadership, naval operations, and naval administation. Candidates must be male college graduates and meet the age, citizenship, mental, moral, and physical requirements. Candidates may be civilians, inactive reservists, or active duty personnel.

A similar course, but excluding certain technical subjects, is offered for potential women officers at the Naval Women's Officer School, Newport, Rhode Island.

Reserve Officer Candidate Program

The Reserve Officer Candidate (ROC) program supplements other sources in providing newly commissioned personnel for the Naval Reserve. Candidates must meet requirements as to age, citizenship, character, and physical standards; must be enrolled, presently attending, and in good standing in an accredited college or university; must serve in an enlisted status while attending college; and must be able to complete two summer training periods not later than the summer immediately following graduation. Instruction is concentrated in the fields of navigation, naval weapons, leadership, naval orientation, seamanship, communications, naval operations, and naval administration.

Eligibility of Enlisted For Officer Candidacy

Enlisted personnel on active duty are an important source of applicants for a number of programs leading to commissions. They are encouraged to apply for any of the programs for which they qualify. Programs which embody a college degree include the following:

United States Naval Academy
Naval Reserve Officers Training Corps
Navy Enlisted Scientific Education Program
Officer Candidate Program
Aviation Officer Candidate Program (AOC 1395)
Naval Aviation Officer Candidate Program (NAOC 1355)
Medical Service Corps Program
Navy Enlisted Nursing Education Program
Navy Enlisted Dietetic Education Program.

The Navy sponsors three Regular Navy enlisted-to-officer programs which do not embody a college degree. These programs are:

Warrant Officer Program
Limited Duty Officer Program
Medical Service Corps Program.

Descriptions of all these programs for enlisted personnel appear in chapter 9.

PROFESSIONAL DEVELOPMENT

Generally, an officer's professional development after he is commissioned may be separated into three definable phases in a 30-year period — fundamental, intermediate, and advanced. Within each phase, actual career assignments will vary widely.

Fundamental

The fundamental professional development period of an officer's career includes the first sea duty assignment, the first tour of shore duty, and the second tour of sea duty.

Some surface line officers, when first commissioned, go immediately to sea; others attend the six week course at the Surface Warfare Officer School at Newport. Others, due to their specialty subdivision, corps affilitation, or duty preference, attend specialized schools prior to reporting to an operational billet. Officers of the Medical Service, Dental, Nurse, Judge Advocate General, and Chaplain Corps, plus women line officers attend short indoctrination courses at officer training activities prior to reporting to their first duty station. Officers commissioned from the enlisted ranks also attend indoctrination courses at officer training activities.

For the larget groups of surface line officers newly reporting on board ship, there are three principal types of junior officer training: on-the-job training, required billet and equipment oriented courses, and formal correspondence courses. After a brief period, junior officers usually are required to attend billet oriented courses in a fleet, functional, or special school ashore. Following a year or more of shipboard duty, junior officers may return ashore once again for schooling to prepare them for more responsibility. On this occasion courses usually are tailored to the individual to prepare him for a specific billet, and consequently may be as long as 6 months.

After 3 to 5 years of commissioned service, an officer is rotated to his first shore tour. At this point there are four educational programs to which he may be ordered: postgraduate school, undergraduate program, foreign language program, or scholarship program. These programs are also available, in varying degrees, to staff officers and restricted line officers.

Before returning to sea after completion of a first shore tour, an officer may be ordered to fleet and functional schools for training in specific equipment and systems related to his new billet.

Intermediate

After two sea tours, totaling in aggregrate 7 to 8 years, a typical officer has not less than 10 years of commissioned service, and is a lieutenant commander. If he has not previously been assigned to postgraduate school or undergraduate programs, he may be so assigned at this point in his career. In addition, it is at this point that he becomes a candidate for further professional development at one of the service colleges. These schools provide selected officers with the opportunity to further their understanding of the fundamentals of warfare (with emphasis on operational functions of command, including operational planning and decision) and the organization, functions, and procedures of operational staffs.

As an officer acquires experience and seniority, the training programs to which he is exposed are of necessity more general in nature, with emphasis on executive and managerial abilities, rather than specific technical details. Prior to his next duty assignment, he will return to a fleet or functional school for refresher courses in the equipment, procedures, and systems which he will encounter.

Advanced

Service colleges such as the Naval War College and the Armed Forces Staff College, play a large part in the professional development of senior officers. Building upon the broad base of experience, the senior courses in the service colleges prepare officers for the responsibility of high command, for service on combined and joint staffs, and for duty as representatives of the Navy and the United States in foreign countries.

Eligibility For Service College

Officers are automatically considered for selection for one of the service college courses each year when they are both "available" and "eligible." All eligible and available officers are considered by a formal administrative board, convened by the Chief of Naval Personnel to select officers for the courses. Applications, therefore, are not required but may be submitted if an officer desires to state a preference.

OCCUPATIONAL TRAINING FOR LINE OFFICERS

The Navy offers a wide variety of courses designed to equip officers for their naval duties and to prepare them to assume greater responsibility. These courses are conducted at naval schools and selected civilian institutions. The Navy also sends officers to schools under the jurisdiction of the other services and to those that are termed joint schools. The foregoing outline of a typical line officer's professional development pattern emphasizes the fact that education and training are a continuous process throughout a line officer's career which must be supported by a large number of schools and courses. Descriptions of courses at all levels including their missions, scope of instruction, and prerequisites for attendance, are published in the Formal Schools Catalog, NAVPERS 91769.

Naval Aviation Officer Training

Officer applicants for naval aviation are volunteers from various service schools such as the Naval Academy and OCS, and programs such as ROC and NROTC as well as from the Merchant Marine Academy, and the State Maritime Academies. They generally request flight training upon completion of their academic requirements and commissioning. After successful completion of aptitude and physical examinations, if selected for flight training, they are ordered to the Naval Air Training Command, Pensacola, Florida, in a commissioned status.

Submarine Officer Training

Any prospective unrestricted line officer or unrestricted line officer serving in the grade of ensign or LTJG may volunteer for submarine duty. The minimum obligated service requirement for a commissioned officer applying from the fleet or the shore establishment is 1 year upon completion of the course or 1 year in addition to any obligation previously incurred, whichever is longer. Minimum obligated service for direct assignment to submarine training from any of the officer sources (including but not limited to U.S. Naval Academy, NROTC, ROC, OCS, NESEP, et cetera) is 3 years upon completion of submarine training.

Selection of submarine officers from volunteer applicants is made based upon their academic and performance records. Selected officers are then ordered to New London where they are further screened at the Medical Research Laboratory as to temperament and adaptability for duty in the submarine service.

The present officer course at the Submarine School, New London, Connecticut, extends over a period of 6 months. The aim of the instruction is to graduate an officer capable of handling any head of department duty aboard a submarine. Such a requirement necessitates that the enrollee be not only a volunteer but also well motivated.

Graduates of the Submarine School are not immediately considered qualified in submarines. Upon reporting aboard their submarine, they follow a prescribed course of practical and theoretical work toward qualification. When ready for qualification, after a minimum period of 1 year on board, they are recommended by their commanding officer for the designation "qualified in submarines". The recommendation is evaluated by the immediate superior in command. Upon the approval of the immediate superior in command, the commanding officer submits a letter report to the Chief of Naval Personnel via the immediate superior in command.

An officer who has "qualified in submarines" may become "qualified for command of submarines". Division and squadron commanders approve and forward recommendations for such qualifications, only if they are willing to receive the applicant for command in their own organization when he attains the necessary seniority. Standard policies are that the candidate have a minimum of 2 years' service following qualification in submarines, demonstrate the requisites of a good commanding officer, and prepare a thesis on a professional subject if an engineering duty officer or a medical officer, or pass a comprehensive written examination if a line officer or a Supply Corps officer.

Detailed requirements for qualifications are given in BUPERSMAN 1410280 - 1410340.

Nuclear Power Training (Submarine or Surface)

The Naval Nuclear Power Training Program provides training for selected officers in a 1-year nuclear power course. Officers accepted for training are ordered to the Nuclear Power School at Bainbridge, Maryland, or at Mare Island, California, for a 6-month course of academic instruction. An additional 6-month period of nuclear propulsion plant operational training follows at one of the prototype sites located in Idaho, New York, and Connecticut. Sucessful completion of the 12 months' training leads to assignment in nuclear power ships.

Officers volunteering and selected for nuclear submarine duty are ordered to Submarine School, New London, Connecticut for 5 weeks of indoctrination. After 4 years, career officers are given 6 months of training at Submarine School and return to sea for 2 more years.

Functional Training

Functional training provides instruction for both officer and enlisted personnel, often in a group or team situation, in the performance of specialized functions which are not normal to rating training of enlisted personnel or to professional (career) training of officers. Instruction is also provided on weapons and equipment of new or advanced design which have not reached universal fleet usage. This type of training conducted ashore makes it possible to place a relatively inexperienced, yet well trained group aboard ship without the delay and loss of efficiency which would result if all team training were accomplished afloat.

Functional training is given at two types of courses — Naval Technical Training Command sponsored courses and fleet-type training. Functional training includes instruction in such specialized areas as explosive ordnance disposal, advanced undersea weapons, guided missiles, and nuclear power. It also includes individual refresher, team, and precommissioning training in shipboard functions and training provided by fleet sonar and anti-submarine warfare schools and anti-air warfare team training centers.

Although some of the students selected for functional training come from recruit training centers and other shore activities, the primary input is from the fleet, and almost all graduates of the schools are assigned to the fleet.

Short Courses and Refresher Training

Navy officers are provided short courses of special and refresher instruction to meet the needs of the service. These courses usually are not more than 6 months in length. Two exceptions are the language courses which vary from 2 to 15 months, and the Electronics Officers (maintenance) Course which is 1 year in length. The number and variety of courses are subject to change as necessitated by new requirements. The following brief descriptions indicate the types of course offered.

The Defense Language Institute instructs military personnel in foreign languages for all services. Instruction is provided in approximately 50 languages, in courses ranging from 19 to 60 weeks. Personnel having partial language proficiency may be provided courses of shorter duration.

Communications courses provide instruction in the duties of a communications watch officer, communications procedures, cryptography, care and custody of registered publications, communications security, and operational communications.

Electronics courses, for eligible officers without previous systematic training in naval electronics, provide comprehensive technical training of a basic and long range nature in preparation for duties in the general field of electronics.

STAFF CORPS OFFICER TRAINING

Staff corps officers are given appropriate training in their specialized duties. The following discussion presents highlights of these types of training.

Supply Corps

The mission of Supply Corps training is to enable Supply Corps officers to improve their professional capabilities to perform the functions of the Corps and to meet their civilian counterparts in business on the same educational and professional levels.

Officers are procured from many sources including the NROTC, the Naval Academy, transfer from the Line, and from OCS. Their first assignment is to attend a 6-month basic course of instruction in the principles of supply management, accounting, mess management, retail sales, disbursing, and personnel administration. Following this course they are ordered to jobs at sea where they can put into practice the training received.

Supply Corps officers, like other naval officers, are encouraged to plan their careers and to take advantage of educational courses. There are many billets open to officers of the Supply Corps which require specialized training or education. These include billets in such areas as financial management, fuel distribution, clothing and textiles, merchandising, procurement, subsistence technology, system inventory management, transportation management, and automatic data processing.

A postgraduate education program has been developed to give Supply Corps officers the advanced education and training necessary to meet their responsibilities in the management of the supply system. Under this program courses in the foregoing areas are available to selected officers at various civilian universities and at the Naval Postgraduate School; for example, George Washington University for Financial Management, Harvard University for Systems Inventory Management, Michigan State University for Subsistence Technology, and the Naval Postgraduate School for Operations Analysis, to cite a few. Supply Corps officers of senior rank may attend command and staff schools along with other officers of all branches of the service.

Civil Engineer Corps

Officers for the Civil Engineer Corps are procured mainly from the Naval Academy, the NROTC, and from civilian life.

Naval Academy graduates entering the CEC are sent to various civilian engineering schools for 2 years of civil engineering education which leads to the M.S. degree in civil engineering.

CEC officers appointed directly from civilian life are ordered to OCS, Newport, Rhode Island and then to the Civil Engineer Corps Officers' School at Port Hueneme, California.

Although the majority of CEC officers are civil engineers, there are also some electrical, mechanical, chemical, and petroleum engineers in the Corps. There are also some architects.

Training Under the Bureau of Medicine and Surgery

The Bureau of Medicine and Surgery is responsible for the professional training of personnel of the Medical, Dental, Medical Service, and Nurse Corps.

Medical Corps.—Medical officers are selected from graduates of approved medical schools. Their training while in the Navy therefore is graduate training. The Bureau of Medicine and Surgery is assisted in the Graduate Medical Training Program by a civilian Board of Consultants, members of which represent each of the major medical specialities and the American Medical Association Council on Medical Education and Hospitals. Graduate medical training consists of three general types; internship, residency training, and continuation and special courses.

Medical Service Corps.—The Medical Service Corps, comprises the professional, scientific, and administrative specialities. These currently are grouped in the Medical Allied Sciences, Optometry, Pharmacy, Supply and Administration, and Medical Specialities.

The training program for these personnel utilizes civilian and in-service academic facilities to assure that all are professionally qualified and that their qualifications remain current with the changing requirements of modern military medicine.

Nurse Corps.—Navy education for Nurse Corps personnel includes the Nurse Corps Officer Education Program and the Student Nurse Education Program.

The Nurse Corps Officer Education Program offers advanced professional study and training at naval facilities (in-service programs) and at civilian institutions (out-service programs). Some of the in-service programs are centrally conducted. These are offered at the Naval Schools Command, Newport, Rhode Island; the Naval Medical School, National Naval Medical Center, Bethesda, Maryland, and at certain other designated medical activities. Other in-service programs are local. Out-service programs provide for college or university attendance, leading to a degree, either under orders to full-time duty under instruction or on a part-time off-duty basis. Out-service programs also provide for attendance at short courses conducted by other Federal agencies, educational institutions, and professional organizations.

Student Nurse Programs include (1) the baccalaureate scholarship program for active duty enlisted men and women in the Navy and Naval Reserve leading to a baccalaureate degree in nursing (NENEP) and (2) the scholarship program for selected civilian student nurses, leading to a baccalaureate degree (NNCCP). Graduates from these two programs serve 2 to 3 years of active duty for the education received. Both programs are discussed in chapter 9.

Dental Corps.—Dental officers are selected from graduates of civilian dental schools. Graduate training for these officers is available in approved training programs conducted by the Dental Corps, in civilian colleges, and in service colleges.

The Naval Dental School is a member of the American Association of Dental Schools. It is affiliated with a civilian dental school for the purpose of graduate education. Training in research fundamentals is conducted at this school and at the Naval Medical Research Institute.

Chaplain Corps

Every Navy chaplain, when first reporting for active duty, undergoes an 8-week period of training and indoctrination at the Navy School of Indoctrination for Chaplains at Newport, Rhode Island. The purpose of this training period is not the teaching of theology, for the chaplain coming into the Navy is already a fully qualified minister, priest, or rabbi. The Chaplains' School seeks to assist the clergyman in making the transition from civilian life into the military chaplaincy. The student chaplain becomes acquainted with the organization and mission of the Navy and the duties of chaplains in the various commands to which he may be assigned.

Education for active duty chaplains includes a full year of postgraduate study at one of a number of universities and seminaries. Correspondence courses, seminars, and conferences are also provided.

Legal Education

The Excess Leave Program (Law) allows selected Regular Navy officers to take extended leave of absence without pay for the purpose of obtaining law degrees. Education obtained under this program is at no expense to the Navy. Selected candidates must bear all expenses involved in attending law school.

Officers in this program may be considered as being on active service and eligible for all benefits as appropriate with the exception of pay and allowances. Ah officer must have a conditional letter of acceptance from a law school approved by the American Bar Association before applying for the program. Excess leave may be granted for a maximum of 3 consecutive calendar years to enable the officer to obtain a law degree and to be admitted to the bar. After graduation from law school, the officer must apply for admission to the bar of a Federal court or the highest court of a State. Candidates may request appointment to the Judge Advocate General's Corps at any time during their tenure in the program. Candidates in an excess leave status remain on the lineal list and become eligible for selection for promotion and enter promotion zones under the same conditions as they would if not in an excess leave status.

A selection board is convened each June to consider applications for the next academic year. To qualify for consideration an officer must meet the following requirements:

- Possess a baccalaureate degree from an accredited school.

- Have not less than 2 years' active commissioned service nor more than 6 years' total service. Waivers of 1 or 2 years are granted if the applicant has completed an equivalent number of years of study at a law school.

- Be serving in the rank of lieutenant or below in the Regular Navy.

Application procedures are outlined in BUPERSINST 1520.99A.

INSTRUCTOR TRAINING

Instructional staffs of Navy schools are made up of military personnel or teams of military and civilian personnel. Military personnel are normally assigned to a school for about 3 years. Civil Service personnel are about as permanent as faculty members in civilian schools.

To provide military personnel with a degree of skill in teaching, special instructor training courses are operated. A major program of this type is that provided for officers who have been designated as instructors and professors of naval science in colleges and universities having NROTC units. This training program is conducted in cooperation with a leading civilian university each summer. It is designed to provide instruction and experience in four areas: functional speech, administrative procedures, educational psychology, and educational procedures. The educational procedures part of the course consists of conferences on methods of instruction, testing, training aids utilization, lesson planning, and practice teaching. A significant feature of the training is the practice teaching which requires each officer to prepare and present several types of lessons. The lessons are then analyzed and evaluated by class members.

The Naval Justice Course (officer) trains for effective performance of legal duties and qualifies officers to instruct in Naval Justice, as necessary within their commands.

Additional courses for training instructors in specific subject matter include CEC, CIC, Transportation Management, and Petroleum Products and Supply.

Details on these and other special courses are published in the current edition of the Formal Schools Catalog, NAVPERS 91769.

EDUCATION PROGRAMS

The Navy offers opportunities for officers to obtain undergraduate and graduate education at the Naval Postgraduate School and at various civilian educational institutions. The programs leading to a baccalaureate degree are the Undergraduate Program and the College Degree Program. Postgraduate education is made available at the Naval Postgraduate School and at some civilian educational institutions.

Undergraduate Program

The goal of the Undergraduate Program is to raise the educational level of certain officers not holding baccalaureate degrees. The program provides coverage in the humanities and science or engineering areas to support

BA or BS degrees, and also provides instruction in naval professional courses. Selected officers are ordered to the U.S. Naval Postgraduate School for undergraduate level education from 1 to 2 years, depending upon the amount of credit given for prior undergraduate work.

Unrestricted line and Supply Corps Officers, LTJG through LCDR, may apply for the program. Applicants must not have reached their 40th birthday by the time the selection board convenes and must have the academic prerequisites. Officers who participate in the undergraduate program are obligated to serve on active duty in the Navy for a period of 1 year for each 6 months or fraction thereof of duty under instruction after completion of studies, plus any remaining prior service obligation.

Eligibility and procedural requirements for application are contained in BUPERSINST 1520.97.

College Degree Program

The College Degree Program provides an opportunity for Navy officers (except Medical Service and Nurse Corps officers) to earn a baccalaureate degree through full-time study at a civilian educational institution. Navy warrant and commissioned officers, including temporary officers, through the grade of captain, who have sufficient college credits to enable them to obtain a baccalaureate degree in a period not exceeding 12 months are eligible for this program. Eligibility and procedural requirements are given in BUPERSINST 1520.98.

Postgraduate Education

The Navy's postgraduate education program is conducted principally at the U.S. Naval Postgraduate School, Monterey, California. The Monterey school supplements its own program by utilizing civilian universities for a number of curricula. It also makes use of appropriate curricula provided by other Department of Defense components.

The Naval Postgraduate School has both an academic and a military organization. The civilian faculty, headed by a senior professor, provides instruction in all academic areas. Officer instructors provide education in a variety of naval subjects.

The program is designed to capitalize upon the individual officer's abilities and potential by extension of his studies to include specialized areas, and to equip some officers with postgraduate education at the master's and doctor's degree level, in both technical and nontechnical fields of study.

Detailed information on available postgraduate curricula may be found in the Catalogue of the U.S. Naval Postgraduate School, which is published annually by the School and distributed in early summer to all major ships, large staffs, unit commanders, and certain shore activities. A BUPERS Notice 1520 pertaining to the undergraduate and postgraduate training programs is issued annually to all ships and stations. It provides detailed information on the scope of these programs for the ensuing academic year and on the method of indicating preferences for such education. Specific curricula available to the various officer designator codes at particular institutions during the subject year are listed as an enclosure to the basic Notice.

The types of postgraduate work made available include curricula designed to raise the educational level of the officer corps, curricula designed to meet specific billet requirements (both technical and nontechnical), and advanced study to meet the needs of the service for officers holding advanced degrees.

COMMAND AND STAFF SCHOOLS

For higher command, it is considered necessary that the naval officer possess a thorough knowledge of the principles and methods of naval strategy and tactics and of joint operations with other branches of the Armed Forces. He must have sufficient knowledge to interpret correctly the strategic and tactical decisions of the nation's leaders. To achieve these objectives, courses are provided at the Naval War College, the National War College, the Industrial College of the Armed Forces, and the Armed Forces Staff College.

Armed Forces Staff College

The Armed Forces Staff College, Norfolk, Virginia, is a joint college under the technical direction and supervision of the Joint Chiefs of Staff. The Chief of Naval Operations is responsible for operation and maintenance of the facilities. The mission of the school is to conduct a course of study in joint and combined organization, planning, and operations, and in related aspects of national and international security, in order to enhance the preparation of selected military officers for duty in all echelons of joint and combined commands.

Industrial College of the Armed Forces

The Industrial College of the Armed Forces, Washington, D.C., is a joint institution under the direction of the Joint Chiefs of Staff. Its mission is "to conduct courses of study in the economic and industrial aspects of national security and in the management of resources under all conditions, giving due consideration to the interrelated military, political, and social factors affecting national security, and in the context of both national and world affairs, in order to enhance the preparation of selected military officers and key civilian personnel for important command, staff, and policy-making positions in the national and international security structure." The Department of the Army is responsible for the fiscal arrangements and administrative maintenance of the college.

Inter-American Defense College

The Inter-American Defense College, Washington, D.C., is a joint institution under the direction of the Joint Chiefs of Staff. Its mission is "to conduct courses of study on the Inter-American System and the military, economic, political, and social factors that constitute essential components of inter-American defense, in order to enhance the preparation of selected personnel of the Armed Forces of the American Republics for undertaking international cooperation."

National War College

The National War College, Washington, D.C. is a joint college under the technical direction and supervision of the Joint Chiefs of Staff. The Department of the Army has budgetary and maintenance responsibility.

The mission of the College is "to conduct a course of study of those agencies of Government and those military, economic, scientific, political, psychological, and social factors of power potential, which are essential parts of national security, in order to enhance the preparation of selected personnel of the Armed Forces and State Department for the exercise of joint and combined high-level policy, command and staff functions and for the planning of national strategy."

Naval War College

The Naval War College, Newport, Rhode Island, is under the command of the Chief of Naval Operations.

The mission of the college is to provide naval officers advanced education in the science of naval warfare and related subjects in order to improve their professional competence for higher responsibilities.

Colleges of Other Services

Navy and Marine Corps officers also participate in advanced schools conducted by the other armed services. A limited number of Navy and Marine Corps officers fill invitational quotas at the Army War College, the Army Command and General Staff College, the Air War College, and the Air Command and Staff College. Marine Corps officers attend the Marine Corps Amphibious Warfare School and the Marine Corps Command and Staff College. Naval officers are considered by a selection board for attendance at Marine Corps schools, and limited numbers attend.

Foreign Service Colleges

In response to invitations received from various foreign governments the Navy assigns a limited number of senior naval officers to attend such schools as the British Imperial Defence College, Joint Service Staff College, and Royal Navy Staff College; the Canadian National Defence College, NATO Defense College; and the Spanish Naval War College.

CORRESPONDENCE COURSES

Naval officers are encouraged to complete correspondence courses as a means of increasing their professional knowledge in general naval subjects and in their specialities. The largest number of correspondence courses is provided by the Naval Correspondence Course Center. Additional courses are offered by the Naval War College and the Industrial College of the Armed Forces, the Naval Medical and Dental Schools, Defense Intelligence School, Submarine School, and others. Available courses (both officer and enlisted) are listed in the List of Training Manuals and Correspondence Courses, NAVPERS 10061. Officers of all services may enroll in courses provided by other services and many naval officers take advantage of appropriate courses offered by the Army and Air Force.

Courses in academic fields ranging from language study to electronics, and including courses in almost everything offered in civilian schools, are available through the Navy's Educational Services Program. An important facet of this program is the U.S. Armed Forces Institute (USAFI), which offers over 300 correspondence and self-teaching courses, a large part of them on the college level. Thousands of additional correspondence courses are available through USAFI from participating colleges and universities.

CATALOGS OF SCHOOLS AND COURSES

Navy catalogs of schools and courses are published by commands having schools and courses under their sponsorship. All catalogs use the same standardized course numbering system of alpha/numeric symbols to identify courses. Standardization of the catalogs was directed by OPNAV in accordance with policies of the Joint Chiefs of Staff to facilitate and promote the exchange of training information among the military services.

Schools and courses formerly sponsored by the Bureau of Naval Personnel are listed and described in the previously cited Formal Schools Catalog, NAVPERS 91769.

For each course listed in the Catalog, the following information is given: title and identifying number; geographic location of the school or command giving the course; length of the course in weeks for both peacetime (P) and mobilization (M); NOC/NEC for which training is offered; purpose of the course; scope of subject matter; prerequisites; command controlling quotas or a reference to the directive specifying quota control; funding of tuitition costs; additional items such as reporting instructions and obligated periods of service.

Course descriptions are relatively similar in all the catalogs, although some descriptions do not include certain types of information, because it is not applicable.

The other military services have comparable catalogs. The Marine Corps has its own Formal Schools Catalog, MCO P1500.12C. The Army Formal Schools Catalog is numbered DA Pamphlet 350.10, and the Air Force Formal Schools Catalog carries the number AFM 50-5. Information on obtaining these catalogs is given in the Navy Stock List of Forms and Publications, NAVSUP 2002.

REFERENCES FOR NAVAL CAREERS

Materials useful in choosing appropriate courses and education programs for the various Navy career patterns are available; they include:

- Bibliography for Advancement Study, NAVPERS 10052-S, for enlisted advancement.

- The Formal Schools Catalog, NAVPERS 91769, which gives the prerequisites and requirements for assignment to Navy formal schools.

- Navy directives (notices and instructions) especially those in the 1500 series—Training and Education and the 1400 series—Promotion and Advancement.

- Navy Enlisted Occupational Handbook, NAVPERS 15105.

- Manual of Navy Officer Classifications, NAVPERS 15839.

- Manual of Qualifications for Warrant Officers, NAVPERS 18455.

- Manual of Qualifications for Limited Duty Officers, U.S.N., NAVPERS 18564.

ACCEPTANCE OF SCHOLARSHIPS

In order to permit selected military personnel to accept deserved honors and at the same time to relieve the Government of some training expenses, Congress passed PL 87-555 to permit the recipients of scholarships from funds, tax-exempt corporations, foundations or educational institutions organized and operated primarily for scientific, educational, or literary purposes to accept the benefits connected with such scholarships.

All active duty members of the Navy and Marine Corps and Naval Academy midshipmen, NROTC midshipmen or contract students, less NESEP candidates, are eligible to seek and accept fellowships, scholarships, or grants for scientific, literary, or educational purposes.

Military personnel must request permission to accept such scholarships. Courses of study undertaken by an individual under this program must be compatible with the educational needs of the service, the individual's career pattern and, in the case of officer personnel, code designator or military occupational specialty.

Any person on active duty, who has been offered a bona fide scholarship and is applying for Navy or Marine Corps sponsorship for graduate study, must have at least junior standing at an accredited baccalaureate degree-granting college or university. Enlisted personnel applying for scholarships that will enable them to obtain a baccalaureate degree may be eligible for a commission through Officers Candidate School if they have not exceeded age 27 prior to completion of the degree requirements. This maximum age requirement may be adjusted on a month-for-month basis, not to exceed 36 months, for each month of active military service which the candidate has performed.

Personnel who are granted permission to accept a scholarship must agree not to resign or request a discharge during the period of the scholarship and to serve upon completion of schooling at least two times the length of the period of education.

Active duty personnel who desire to compete for scholarships must request permission to enter such competition from the Chief of Naval Personnel or the Commandant of the Marine Corps. The Superintendent of the Naval Academy and commanding officers of NROTC Units may authorize midshipmen to compete for scholarships.

Details are given in SECNAVINST 1500.4C.

ENLISTED TRAINING

The objective of the Navy's enlisted training program is to develop the civilian enlistee into a petty officer skilled in the technical requirements of his rating, aware and capable of his responsibilities as a leader in the naval service, and informed of his duties as a citizen of the United States.

The first step toward this objective occurs in recruit training where the civilian effects the transition to military life. During this period he is classified to indicate the type of work for which he is best fitted. From recruit training he is channeled toward the occupational group best suited to his qualifications and interests. This usually means assignment either to a school or to the fleet.

For some highly technical ratings, such as Electronics Technician and Fire Control Technician, immediate formal training is highly desirable, and most inputs to these schools come from recruit training. If selected for such a rating, the man attends a Class A course. Later, he may attend more advanced schools where he continues to acquire skills required by his rating. He may also attend a functional or fleet school where he learns to participate in a group or team situation. Each of these types of schools is described more fully later.

In addition to schooling, the enlisted man is trained on the job throughout his naval career and the Bibliography for Advancement Study, NAVPERS 10052 (series) and, rate training manuals (self-teaching texts) and correspondence courses are provided to help him prepare for advancement. USAFI correspondence courses in many subjects are also available to him on a voluntary participation basis.

A successful enlisted career may terminate with transfer to the Fleet Reserve after 20 or more years of active duty, or a man may continue on active duty to full retirement on completing 30 years. Some enlisted personnel take advantage of several opportunities offered to advance to warrant or commissioned status.

RECRUIT TRAINING

The purposes of recruit training are to effect a smooth transition from civilian to Navy life; promote the dignity of the individual, inculcate understanding and appreciation of the fundamental workings of democracy and of the Navy's place in democracy; develop a desire for self-improvement and advancement; promote high standards of responsibility, conduct, manners, and morals; provide sufficient knowledge in naval subjects to enable the recruit to be of early usefulness to the service; develop observance of naval customs and traditions; and stress pride in self and in the Navy.

In accomplishing these purposes recruit training is divided into the following major areas, with objectives as indicated:

Area 1, Military Training, has as its objective developing in the recruit (1) an understanding of the need for team work through immediate response to command; (2) habits and attitudes which reflect a sense of group and personal responsibility and a respect for authority; (3) strength, physical ability, and endurance; and (4) high motivation to exhibit at all times an excellent military bearing and demeanor.

The general objective of Area II, Naval Technical Training, is to provide the formal and practical instruction in naval subjects that will develop the knowledge, skills and understanding necessary for the enlistee's successful completion of recruit training and successful apprenticeship at his first duty station.

The general objective of Area III, Administrative Requirements, is to provide the recruit with the services, training and miscellaneous activities necessary for him to thrive in the naval community. Services include medical and dental care; training includes practical ship's work; and miscellaneous activities include such matters as classification interviews and departure procedures.

The general objective of Area IV, Processing, is to provide the recruit with instructions and other services which will prepare him for full participation in scheduled basic recruit training. This area includes inoculations, indoctrination in the Uniform Code of Military Justice, aptitude testing, and the like.

The standard recruit training period for men is 11 weeks, but the length of this period may vary from time to time to meet emergency situations. (It is currently 9 weeks.)

Flow of Recruits

During recruit training, the seaman recruit takes the very important step of selecting the area of service in which he desires to make his career; for example, in aviation, submarines, or surface ships. Whether or not he is assigned in his selected area depends upon his personal qualifications and the Navy's requirements, but, insofar as possible, he is permitted to decide his own naval career.

Approximately 50 percent of the men graduating from recruit training are sent to the operating forces, usually afloat. For these men, training for advancement begins with on-the-job instruction although use is also made of Rate Training Manuals and other training materials. Of particular advantage is the fact that training occurs in the operating situation, where learning by doing is at a maximum. Further, there exists the excellent opportunity at sea for development of the petty officer leadership qualities so essential in the rated men of the Navy. There are several ratings for which there is no shore-based training—Boatswain's Mate, for example. For these ratings, all training takes place in the operating situation.

On the other hand, the service schools provide the fastest means through which enlisted men can meet the technical qualifications for advancement. For this reason, and because of the savings in travel funds that otherwise would be required, many recruits are sent directly to Class A schools before reporting to the operating forces. This is particularly true for those ratings in which there is a shortage of men in the lower or middle rates.

SERVICE SCHOOLS

The Service Schools, planned, administered, and supported by the Chief of Naval Technical Training, are designed to provide training for individuals at successively higher levels. Class A courses provide the basic technical knowledge and skills required to prepare personnel for the lower petty officer rates. Class B courses provide the advanced technical knowledge and skills required to prepare personnel for the higher petty officer rates. Class C courses are designed to train enlisted personnel in a specialized skill or technique which, in some cases, is not peculiar to any one rating.

Basic Technical schools operate for the training of enlisted ratings at a preparatory or common core level when it is advantageous to do so.

A Class P school for certain aviation ratings is operated under the direction of the Chief of Naval Technical Training. This school, called the Aviation Familiarization School, is a prerequisite for all students (except students from the fleet) ordered to Aviation Mechanical Fundamental School, or the Avionics Fundamentals School.

Enlisted personnel are also trained at the functional and fleet schools described earlier in this chapter.

The number and kinds of schools in existence and the number of men who may attend them are closely coordinated with the needs of the service. These needs are ever changing. As a result, new schools are established as needed, and others, no longer considered necessary, are disestablished. Lists of schools, their locations, personnel eligible, convening dates, and similar information, are contained in the various formal schools catalogs.

Assignments to Service Schools

The Chief of Naval Personnel directs the assignment of personnel for instruction at service schools. He directs the transfer of personnel thereto on certain dates by (1) assigning quotas of personnel to be transferred to schools upon completion of recruit training, (2) designating individuals to be transferred to basic and advanced technical courses as a result of their individual requests, and (3) assigning quotas of personnel to be transferred to special courses (Class C and Functional) from various commands afloat and ashore.

The major input to Class A courses is made from qualified recruit training graduates. Annually, from September through January, the monthly output of recruit graduates generally exceeds the Class A school seats immediately available. As a result, school seats are normally more readily available to qualified fleet personnel during the remaining months, February through August only.

Service School Requirements

Specific selection requirements for various schools are established by the Chief of Naval Personnel in current manuals and directives issued to cognizant commands. Commanding officers are expected to give careful attention to the selection of personnel to be transferred to schools in order that time is not lost and funds wasted in the transfer and instruction of unsuitable personnel.

Careful selection includes ensuring that no man is transferred to a school who requires medical attention, has a record of conviction by court-martial, or more than two cases of nonjudicial punishment for the 18 months preceding assignment to school. It includes ensuring that each man selected has an aptitude for the course and for the type of duty for which the instruction is intended. It further includes ensuring that each man selected has the required period of obligated service, extends his enlistment, or signs an agreement to remain on duty for the time specified for the school in question.

Assignment of Service School Graduates

To ensure that the Navy benefits from the time, effort, and funds expended on service schools and that the individual benefits from his instruction, every effort is made to assign each graduate to duties that will utilize and continue his training. The objective of training therefore is achieved only when the individual successfully applies his newly acquired knowledge and skills on the job.

Service Schools and Enlisted Advancement

Successful completion of a service school does not in itself assure advancement in pay grade. Advancement depends upon the practical application of the knowledge gained and the fulfillment of the military requirements for the rate. Further, advancement to petty officer third class and above must be achieved in competition with others who are working toward that particular grade in a rating (as discussed in ch. 12).

There exists no consistent pattern in which service schools are related to advancement. As mentioned before, there are some ratings for which no service schools exist. For some ratings there exists a Class A but no Class B course. For others there is a Class B course but no Class A. Some ratings have both. Certain Class C courses are limited to a single or a few ratings; other Class C courses are open to several ratings.

SHIPBOARD TRAINING

Shipboard training, usually referred to as on-the-job or in-service training is an integral part of every enlisted man's career. An enlisted man is involved in such training from the day he reports to his first ship or duty station until he completes his naval career. Each job that he performs becomes a part of his experience and adds to his training. Because there are no schools for several ratings, the requirements for advancement to higher pay grades in these can be met only through on-the-job training, with the help of self-teaching materials. Furthermore, some chief petty officers in ratings for which there are schools have never had an opportunity to attend them. They have met the qualifications and have advanced through on-the-job training and study while on duty both afloat and ashore.

The Navy makes it clear that training is a function of all commands. The training of men as individuals and as teams is provided aboard ship and in all commands in accordance with planned and organized shipboard training programs. Shipboard Procedures, NWP-50(A) contains information for guidance in establishing and maintaining such a program.

TRAINING OF ENLISTED WOMEN

Enlisted women receive indoctrination into the Navy and training in the Navy's service schools in a pattern similar to that for men. The differences, as would be expected, grow out of the concept that women, except nurses, are not considered sea-going personnel, although women do serve in overseas areas. One of the primary objectives of recruit training for men is training for life at sea. For women, the emphasis is shifted to preparation for the administrative, operational, and service billets to which they will most likely be assigned. The principal difference between service school training for men and for women lies in the fact that not all ratings in the Navy are open to women.

Women recruits are trained at the Naval Training Center, Bainbridge, Maryland. The Commanding Officer, Recruit Training (Women), reports directly to the Commanding Officer of the Training Center.

The training program for women recruits seeks to provide a thorough indoctrination into the Navy with particular emphasis upon naval administration, organization, and personnel. Further, the training seeks to provide the recruit with some of the specific information required in the types of jobs women may fill. As in recruit training for men, emphasis is placed upon the growth, development, and personal adjustment of the individual and the development of pride in self and in the naval service.

Upon graduation from recruit training, women are advanced to apprentice (pay grade E-1 to E-2) and some are assigned immediately to Class A schools. Later in their careers, qualified enlisted women may attend any of the advanced schools where training in ratings open to women is given.

GENERAL MILITARY TRAINING

To ensure personnel development in areas other than technical knowledge and skills, the Navy has established a consolidated program of General Military Training (GMT).

General Military Training is defined as the initial orientation and followup onboard training in those nontechnical areas which prepare naval personnel to fulfill the objectives of their oath of naval service, and provide guidance and information to naval personnel in matters that affect their welfare, both as individual citizens and as members of a military organization in the service of their country.

Objectives of GMT

The specific objectives of General Military Training are to develop in the individual:

a. Awareness of the benefits, rewards and responsibilities of a professional career in the Navy,

b. Appreciation of the unique role of the Navy in American history, including its contributions to peace-keeping,

c. Appreciation of the fundamental principles of American Government and the forces which threaten its security,

d. Appreciation of the rights and obligations of citizenship at home and overseas,

e. Understanding of the principles, practices and techniques of Naval leadership, their application in achieving the Navy's mission,

f. Awareness of Navy policy, personal responsibility and assistance available in the conduct of personal affairs.

Scope of GMT

For purposes of administration, General Military Training is divided into two phases:

Phase I—Orientation

General Military Training is a vital and basic element of the curricula in all Naval Orientation programs. The orientation phase encompasses training and instruction directed toward instilling in naval personnel a sense of appreciation for the fundamentals of General Military Training subjects. This phase is conducted formally during recruit training, officer candidate indoctrination and leadership programs.

Phase II—Onboard (Inservice) Training

The onboard phase of General Military Training encompasses follow-on training and information. OPNAVINST 1500.22 contains a guide to assist commands in the administration of a well balanced General Military Training Program. The practice of naval leadership requires personal attention to the subjects included in the General Military Training program.

Responsibility for GMT

The Chief of Naval Operations is responsible for ensuring that the General Military Training conforms to the policies of the Secretary of the Navy. CNO approves requirements and also evaluates the effectiveness of the program.

The Chief of Naval Training is responsible for developing and distributing GMT training packages and for coordination of annual reviews on GMT requirements.

All commanding officers have the responsibility of organizing and conducting a General Military Training and informational program within their commands. At the command level, emphasis is placed on the division officer's responsibility for training and leadership.

Materials on GMT

OPNAVINST 1500.22A of 19 December 1969 promulgated a revised GMT plan for use within the Navy. The subsistance of the plan consists of training packages to be used by commands to achieve the objectives of General Military Training. The training packages are to be provided by the Chief of Naval Training for distribution to all fleet and shore activities. Pending development and distribution of these training packages a list of current informational and instructional materials for interim use is given in BUPERSNOTE 1560 of 3 June 1970.

SPECIAL ENLISTED TRAINING PROGRAMS

Illustrating concepts adopted by the Navy in recent years, the following programs are the result of efforts to attract high caliber personnel, increase enlistments, improve performance, and retain skilled personnel for longer periods of service. For example, Project 100,000 is a special training program, designed to better utilize men who previously would not have been eligible for service because of mental test scores lower than those required for enlistment prior to October 1966.

Accelerated Naval Reserve Training

The Accelerated Naval Reserve Recruit Training Program and the Accelerated Naval Reserve Class A School Training Program were authorized by the Navy to provide a limited number of Selected Reserve members with concentrated training before they report to active duty.

Eligibility for accelerated Reserve recruit training is limited to male Selected Reserve personnel in pay grade E-1 who meet the requirements specified in BUPERSINST 1571.13.

Accelerated Naval Reserve Class A school training is limited to enlisted Selected Reserve personnel who have not completed their active duty obligation; have at least 3 years remaining on their present Naval Reserve enlistment, or have executed an agreement to extend for the required period; and meet other requirements set forth in BUPERSINST 1571.13.

High School/Junior College Graduate Training Program

Applicable only to males enlisting in the Regular Navy, the High School/Junior College Graduate Training Program provides for guaranteed attendance at a formal course of instruction at the Class A level. It further provides for advanced standing in such schools for junior college graduates who meet specified requirements.

The program developed from the need for early identification (prerecruiting) of men having interests, aptitudes, and education that fit them for training in specified technical fields. The first segment of the program was intended to identify individuals adaptable to training in the electronics field. Other fields, such as nuclear and polaris, have been added as the need has arisen for early identification of men suitable for training in these fields.

In addition to the basic requirements for enlistment, special requirements for the program are specified in the Recruiting Manual, NAVPERS 15838-A (CRUITMAN).

Vocational School Graduate Program

The Vocational School Graduate Program provides for assignment of a striker designation to individuals who have satisfactorily completed civilian courses of instruction in vocational or technical schools that are compatible with training provided in Navy Class A schools. The program is applicable only to males enlisting in the Regular Navy.

In addition to the basic requirements for enlistment, special requirements for the program are specified in the Recruiting Manual.

Airman Recruit Program

The Airman Recruit Program provides for the enlistment of an individual for duty associated with naval aviation. It is designed to accommodate those individuals who do not qualify for the Airman category of the HS/JC Graduate Training Program, or for whom no quota is available and who will not enlist unless they can be assured of assignment to duty associated with naval aviation. The program is open only to males with no prior military service who are enlisting in the Regular Navy. The Recruiting Manual gives detailed information on this program.

Selected Training and Retention (STAR) Program

Because of the urgent need for greater numbers of high quality career enlisted personnel for training in all technical skills and because of the exceptionally heavy investment in time and money for this training, the Navy considers it mandatory that personnel so trained be those who have indicated their intentions to make the Navy a career. The Selected Training and Retention (STAR) Program, designed to inspire greater numbers of trained or trainable high quality enlisted personnel to make the Navy a career, provides for early career designation, 6-year reenlistment, guaranteed schooling, and some automatic promotion.

Identification of career motivated personnel early in their first term of naval service is basic to the success of the program.

BUPERSINST 1133.13 provides further information on the program, including specific benefits available to career designated personnel, ratings to which the program applies, action required by commanding officers, and so forth.

Selected Conversion and Retention (SCORE) Program

The Selected Conversion and Retention (SCORE) Program was established to increase the career input to the critically undermanned technical ratings, particularly in the electronics operation and maintenance areas. Combining certain features of the STAR and Rating Adjustment programs, SCORE provides for converting selected petty officers and identified strikers, serving in relatively less technical ratings with high manning levels, to the more technical ratings which are severely under strength.

Through selected conversion, oversubscription should be prevented and fulfillment of all enlistment contracts ensured. The program is designed to yield a more balanced rating structure which more closely corresponds to the needs of the individual and the Navy. BUPERSINST 1440.27 gives details on this program.

Selected Electronics Training (SET) Program

The Selected Electronics Training (SET) program is a controlled plan for training Electronics Technicians, Data Systems Technicians, and Communications Technicians (M). The program is composed of courses of various lengths and degrees of specialization and provides more capable technicians for longer periods of naval service than the older system of training. It encompasses all phases of the Electronic Technician Class A courses and selected Class C level courses of specialized training. Guidelines for the administration of the SET program are contained in BUPERSINST 1510.104.

Associate Degree Completion Program

The Associate Degree Completion Program (ADCOP) was established to provide an incentive for outstanding enlisted personnel and to increase the professional proficiency of critical ratings through modern vocational training available in civilian educational institutions. ADCOP assumes highly qualified and motivated career enlisted personnel (E-5 or above) can attain an Associate of Arts/Science Degree with less than the usual 2 years "on campus" time.

For additional information and a sample application letter, see the current ADCOP announcement, normally issued in May of each year as a BUPERS Notice 1500.

Project One Hundred Thousand

The Assistant Secretary of Defense (Manpower) is conducting several studies in connection with a project entitled "Project One

Hundred Thousand" to evaluate the performance of New Standards accessions. (New Standards accessions are men who entered the Navy with mental test scores below the requirements for enlistment which were in effect prior to 1 October 1966.) Procedures for administering academic tests and maintaining records of the educational and occupational development of New Standards accessions under Project One Hundred Thousand were prescribed by the Chief of Naval Personnel in BUPERSINST 1236.3 of 4 August 1967.

Academic tests (USAFI Achievement Tests) are administered at various phases of the men's service to measure progress toward higher critical scores for each portion of the program. Tests are initially given during recruit in-processing. Recruits who score below certain critical scores are retested during the fourth week of training with comparable tests. Records of the initial test results are kept in a data file and entered on page 13 of the service record.

Additional retesting is conducted during each man's first enlistment. For more detailed information on Project One Hundred Thousand, see BUPERSINST 1236.3.

PROJECT TRANSITION

Project Transition was established in 1967 by the Secretary of Defense to assist terminating servicemen in making the transition from military service to civilian life. The program provides:

- Interviewing and counseling to identify skills and desires.
- Training courses keyed to favorable employment opportunities.
- Educational assistance.
- Job referral services.

The program is coordinated with programs of private industry and state and local governments as well as with programs of other Federal agencies such as the Departments of Labor, and Health, Education and Welfare, and the Veterans Administration and the Civil Service Commission.

The Chief of Naval Personnel was designated as the Executive Agent for Project Transition. Initially, 14 transition sites were designated; the commanding officers of these installations were designated as transition site commanders; they in turn appointed transition site officers to administer the program under their direction. Commanding officers of all ships and stations, other than transition site commanders, appoint project transition officers to administer the program on board.

The Navy's Transition program is an adjunct of the career retention program and commences with the administration of the DOD Career Plans Questionnaire at the 6-months reenlistment interview prior to the expiration of active obligated service (EAOS). All men who have from a minimum of 10 days to a maximum of 180 days of service time remaining are to be considered for the program. Individuals who volunteer for training are designated Transition trainees. The program is essentially voluntary. However, it is intended that all separating naval personnel receive counseling and job referral services. For additional information on Project Transition, see BUPERSINST 1510.106.

EDUCATIONAL SERVICES PROGRAM

Training programs for a ship or station are planned to promote more efficient performance of duty. Individuals seek training to facilitate their own advancement. Often the training process reveals an individual's need for background subjects that fall within the category of general education. Then the education program comes to the aid of training.

The Navy is interested in encouraging its personnel to continue their education. The more knowledge a man has, the more valuable he is. Highly skilled workers are needed in many kinds of duty today, and these skills require more and more background knowledge. The variety of college programs and other educational opportunities now offered by the Navy is proof that high-level planners consider educated personnel increasingly necessary.

Naval personnel seek, and are encouraged to seek, education for personal reasons, also. Some are preparing to continue their education on completing a tour of duty. Some are studying for the purpose of qualifying for jobs in civilian life after discharge or retirement. Some seek study as a means of keeping up with world events. Others study as a pleasant intellectual exercise, a good hobby, and a wise use of leisure time.

For those who have a specific future plan, such as entering college or qualifying for a civilian position, Navy training often supplements their general education by providing knowledge related to their civilian objectives.

The educational services program is intended to assist Navy personnel in:

- Preparing for more responsible military assignments and increasing their chances for advancement,

- Maintaining continuity in academic or vocational training begun before entering military service,

- Increasing their value to the civilian manpower pool when they are separated from the Navy, and

- Contributing to their appreciation of the quality of American life.

It is a program designed to encourage all active duty personnel to raise their educational levels and thereby increase their value to the Navy, to their country, and to themselves. The objectives of the program, as directed by the Department of Defense (DOD), are for the Navy to:

- Assist and encourage military personnel to develop educationally and professionally through voluntary participation in education programs.

- Provide opportunities to achieve the following educational levels:
  1. Officer—baccalaureate degree (or additional opportunity for graduate work related to his military duty assignment).
  2. Career designated/motivated enlisted personnel—2 years of college or associate degree.
  3. Other enlisted personnel—high school completion or General Educational Development (GED) equivalency.

- Provide educational counseling on an established schedule; and

- Support educational activities in a positive and meaningful way at all echelons.

COMMAND RESPONSIBILITY

Each military command is responsible for establishing an education program in accordance with the Educational Services Manual, NAVPERS 15229. Each commanding officer is responsible for appointing a qualified commissioned officer, or civilian, as educational services officer on either a full-time or collateral duty basis to administer the educational services program. The commanding officer is also responsible for appointing a USAFI test control officer, who may be a commissioned officer, warrant officer, qualified civilian or a noncommissioned officer. Noncommissioned officers, grade E-4 or higher, may be appointed as USAFI Test Control Officers only if qualified commissioned officers, warrant officers, or civilians are not available to administer the USAFI testing program. Noncommissioned officers must have completed at least two years of college and be in the education or personnel career fields. In addition, the commanding officer forwards a quarterly report (Form NAVPERS 1560/1) on the operation of the educational services program; renders command support and encouragement to personnel desiring to improve their educational levels for career promotion; encourages recognition of individual educational achievement, ensures that changes to educational attainments are reported in accordance with the current BUPERS directives and the Educational Services Manual; and ensures that all active duty personnel receive the specified educational counseling.

EDUCATIONAL SERVICES OFFICER

As a minimum, the educational services officer is responsible for ensuring that all active duty personnel are provided educational counseling as follows:

- At first duty station after completion of initial training, the Navy man is fully advised of his educational opportunities in the service.

- Within 30 days after reassignment to a new duty station, he is interviewed and advised of educational opportunities available at that station.

The educational services officer is also responsible for maintaining the Individual Educational Record, NAVPERS 1560/2, for all permanently attached military personnel and for maintaining all records and reports affecting the educational services program aboard his ship or station. (NAVPERS 1560/2 is now an optional record; it is given to the individual for his personal use upon transfer or detachment.)

SCOPE OF EDUCATIONAL SERVICES PROGRAM

The educational services program is the result of a cooperative effort which includes all the armed services, many civilian educators, and many educational institutions. Instructions for the operation of this program are contained in the Educational Services Manual, NAVPERS 15229.

We have already seen, earlier in this chapter, why naval personnel need an educational services program. This need is met in the following ways:

The United States Armed Forces Institute (USAFI) furnishes all the armed services with correspondence courses, tests, and other educational materials. Commands may requisition materials from USAFI in accordance with the USAFI Standard Nomenclature List.

The educational services officer and his staff provide counseling service, arrange voluntary classes, provide testing service, assist individuals in enrolling in and completing USAFI courses, and help establish communication with civilian schools and colleges. They are directly charged with assisting ship or station personnel in using educational facilities as fully as possible to promote their Navy careers or to assist their adjustment on return to civilian life.

Voluntary study programs are available for each of the following academic areas:

- Pre-High School
- Secondary (high school)
- Vocational (trade school)
- Associate degree (junior college)
- Baccalaureate (senior college)
- Graduate (master's and doctorate)

The programs include USAFI, Instructor Hire, Tuition Aid, Self-Study Language Courses, the G.I. Bill (Public Law 89-358) and PACE (Program for Afloat College Education). These programs are discussed in the Educational Services Manual.

USAFI

The United States Armed Forces Institute (USAFI) is a popular part of the Educational Services Program. USAFI is a correspondence school and educational supply agency operated by the Department of Defense. USAFI is located at Madison, Wisconsin.

USAFI provides the following materials and services to military installations:

Correspondence Courses
Tests
Educational supplies and services.

The USAFI Catalog gives detailed information on the courses and services available and on procedures for making use of them.

All personnel of the Armed Forces ordered to active duty for a period of 120 days or more are eligible for USAFI services.

Advisory Committees

Although USAFI operates under the direct supervision and policy control of the Directorate for Education Programs, Office of Deputy Assistant Secretary of Defense (Education), it is essentially a civilian educational organization. Two civilian groups of outstanding educators provide professional advice to the military authorities on the policies and procedures under which USAFI operates: The Defense Advisory Committee on Education in the Armed Forces and the Commission on Accreditation of Service Experiences of the American Council on Education. The former offers assistance by assuring that educational services and materials are in accordance with the highest standards of civilian education. The Commission on Accreditation determines that USAFI conforms to the standards and policies governing civilian educational practices. As an advisory service to schools and colleges, the Commission on Accreditation evaluates USAFI courses and makes recommendations for academic credit. Since the members of both civilian advisory groups serve for specified terms, USAFI has been able through the years to obtain the services of some of the country's leading educators in formulating its plans and programs.

Educational Supplies and Services

USAFI furnishes course materials for group study programs including those under the Instructor Hire Program and for issue on a loan basis. It also furnishes printed visual and auditory counseling aids for educational services officers. Language records and tapes may be requisitioned from USAFI.

USAFI reports to educational institutions and prospective employers on the scores made on the various USAFI tests and courses. USAFI Madison is the only agency authorized to forward USAFI test records to civilian educational agencies and to employers. Request for USAFI Test Reporting, DD Form 1571 (available from USAFI Madison), is used to request such reports.

USAFI also reports an examinee's scores to his commanding officer.

Correspondence Courses

Two types of correspondence courses are offered under USAFI sponsorship: courses offered DIRECTLY by USAFI and courses available through USAFI from participating colleges.

At present, over 200 courses may be taken directly from USAFI in pre-high school, high school, college, and technical subjects. Initial enrollment in a USAFI correspondence course is $5.00. For each course successfully completed a certificate of free enrollment is issued for another correspondence course.

In addition to courses offered directly by USAFI, more than 6,000 correspondence courses are available through USAFI from 44 leading colleges and universities (participating colleges). For these latter courses, the student pays an enrollment fee which covers the administrative charge and the cost of his textbooks and materials, and the Government pays the cost of his correspondence lesson service. Courses are listed in Correspondence Courses Offered by Colleges and Universities Through the United States Armed Forces Institute.

Advantages of USAFI

Enrollment with USAFI offers several advantages as compared with borrowing a USAFI text from the educational services center and reading it independently. The range of available course materials is greater from USAFI than from an educational services center. Also, USAFI provides correction of correspondence assignments and other services that assist the student.

Members of voluntary group study classes using a USAFI text are required to enroll in the course from USAFI also. However, no charge is made to the student since course materials are only loaned to them and must be returned to the educational services office upon completion or when dropped from the course.

An advantage of the group study class is that it provides continuity to the student. This is made possible by allowing students to transfer from a group study class to a correspondence course covering the same subject matter. He is allowed 1 year from the date of transfer to complete his correspondence course. However, if he transfers from a group study course to a correspondence course, he may have to pay the initial $5 enrollment fee.

USAFI Tests

USAFI provides a program of testing services that may help a student obtain credit for his knowledge and experience, and may assist him in working toward his educational objectives. The types of tests available from USAFI are:

Tests of General Educational Development (GED), High School Level.

College Level Education Program-General Examinations (CLEP-GE).

End-of-Course (EOC) Tests (based on the textbooks used in USAFI courses).

USAFI Subject Standardized Tests (USST) (being developed to replace EOC tests). These tests measure general subject knowledge and are not necessarily based on the USAFI text for the course. Thus, they are well suited to measure knowledge of a subject area obtained through self-study, job experience, or extensive reading.

USAFI Achievement Tests II (for grades 4, 5, and 6).

USAFI Achievement Tests III (for grades 7, 8, and 9).

Military personnel on active duty who are eligible for USAFI services may take one or more of these tests free of charge.

General Educational Tests.—There are two batteries of general educational tests, one at the level of the high school graduate (GED) and one on the college level (CLEP-GE). In the high school tests, the serviceman's scores are compared with scores made by students who at the time of taking the tests had just successfully completed their high school course. In the college level tests, scores are compared with those of college freshmen or sophomores who, when tested, had just successfully completed a course in the subject of the test.

Satisfactory scores on the high school tests are used by civilian schools and by state departments of education as a basis for granting diplomas and certificates or for awarding credits to persons who did not complete a high school course. For all Navy purposes such as advancement or selection for schools, anyone who successfully completes the high school GED tests is "recognized" as a high school graduate. However, only civilian schools and state departments of education can award diplomas or equivalency certificates.

ARRANGEMENTS FOR CLASSES

When the educational interests and needs of several ship or station personnel are the same, classes can be arranged. These classes may be taught voluntarily by ship's company personnel or by outside instructors. Under the Instructor Hire Program, qualified civilian instructors may be paid for teaching military group study classes.

In some areas, arrangements are made with civilian schools or adult education facilities for evening classes, which may be taught either in or outside the naval activity. Aid in establishing classes and obtaining materials is available from the Educational Services Office.

Foreign Language Study

Presently there are two systems available by which an individual may obtain training in a foreign language. These systems are:

- Spoken language courses available from USAFI. These courses are designed for students with no previous knowledge of the language. Materials consist of six 33 1/3 rpm records or tapes and a manual to accompany them. A second manual carries the students beyond the records. Emphasis is upon the spoken language but a conscientious and able student can acquire a fair mastery of a language through their use. If credit is desired, these materials should be supplemented by formal grammar work and reading, and a USAFI Subject Standardized Test should be taken. The materials are suitable for individual or class study. Supplementary language materials such as pocket dictionaries and language guides are available in limited quantity, as discussed in the Educational Services Manual.
- Correspondence courses, high school and college level, available through USAFI.

For detailed information and a list of courses available, see the current edition of the USAFI Catalog.

Instructor Hire Program

The purpose of the Instructor Hire Program is to provide group (class) instruction to satisfy individual or command requirements. Commanding officers are encouraged to establish classes in pre-high school, high school, and college subjects.

If the instructor is to be paid with appropriated funds, he must be a qualified civilian hired on a part-time basis to teach military personnel in group study classes. Authorization to engage the services of such an instructor is obtained from the Director of Naval Education and Training (DNET). Information to be included in such a request and further information on the Instructor Hire Program is given in the Educational Services Manual.

Program For Afloat College Education

In cooperation with the Navy, several universities and colleges are under contract to administer a number of accredited undergraduate college-level courses to qualified men stationed aboard Navy ships. The program is called Program for Afloat College Education (PACE). It is fully discussed in the Educational Services Manual.

PACE professors come from the participating universities and colleges. Navy-provided 16-mm kinescope lectures by outstanding professors constitute a portion of most courses. The Educational Services Manual lists available PACE film courses.

INDIVIDUAL STUDY

Two major methods are presently available for individual study when group classes are not available or feasible or when individual study is more efficient. Correspondence courses and USAFI Core GED materials can be used to help students overcome deficiencies revealed by testing and to continue more advanced study.

Two or three students taking the same course can profitably study together, whether they are studying rate training manuals, Navy correspondence courses, USAFI correspondence courses, or other materials such as those available under the new USAFI Core GED Program.

The USAFI Core GED Program is an integrated program for general educational development of military personnel from basic literacy through high school equivalency. The program was developed to cope with the increased demands on educational facilities growing out of Project 100,000 and Project Transition.

Materials for the program are adult oriented and intended for self study with guidance provided by tutors or resource persons. Except at the basic literacy level, this new approach involves neither classroom teaching as ordinarily conducted nor correspondence courses. Once the man has achieved functional literacy he can study at his own level and progress at his own rate with assistance and encouragement from a tutor. Kits of materials are available for three levels:

- Beginning students to functional literacy
- Pre-high school to eighth grade equivalency
- High school students to high school equivalency

Even at the lowest reading level, materials are adult in tone and matter; they are based on adult not child psychology.

Placement tests and achievement tests are provided at every level. Records are kept of the student's progress so that he may continue his study wherever he may be stationed.

All Core GED Program students are enrolled by the educational services officer but in no case does the student register with USAFI as is done for correspondence courses. Consult the Comprehensive Guide for Implementation of the USAFI Core GED Program (A Systems Approach to Education), RM 262 (April 1968), if additional information is desired.

EDUCATIONAL ASSISTANCE

Financial assistance is available to the navyman continuing his education in off-duty hours through the Tuition Aid Program, the Predischarge Education Program (PREP), and the Cold War G.I.Bill. Use of the Cold War G.I. Bill (Public Law 89-358, as amended) and PREP are encouraged by counseling each individual concerning his benefits available under these programs.

Tuition Aid

The Tuition Aid Program provides financial assistance to eligible personnel as a means of encouraging their participation in the voluntary educational programs at Navy approved institutions. Under this program, individuals who wish to attend classes at an accredited college, university, or junior college offering courses during off-duty hours, may apply to have part of the cost of this instruction paid by the Navy. (Correspondence courses or no-credit courses cannot be approved.)

Allotment for use in the Tuition Aid Program are generally held by Commandants of Naval Districts or specified activities and certain Force Commanders who are authorized by DNET to use the funds available for partial payment of tuition costs. The Navy will pay up to 75 percent of tuition costs for not more than 7 semester or 7 quarter hours in any one semester or quarter. All other costs, such as textbooks and fees, are paid by the individual. Application for tuition aid is made to the appropriate allotment holder via the applicant's commanding officer.

Cold War G.I. Bill

The Veterans' Readjustment Benefits Act of 1966 (Public Law 89-358, as amended), while designed primarily for veterans, also offers educational benefits to military personnel on active duty. Public Law 89-358 is commonly referred to as the "Cold War G.I. Bill."

In order to be eligible for educational benefits under PL 89-358, a member of the miliary on active duty was required to have been on active duty for a minimum of 2 years, and have served on active duty, any part of which occurred after 31 January 1955. Public Law 91-584 of 24 December 1970 reduced the qualifying time from 2 years to at least 180 consecutive days of active duty for eligibility for all VA educational programs.

Personnel on active duty earn educational assistance at the rate of 1 1/2 months of assistance for each month or fraction thereof of active duty after 31 January 1955. The maximum entitlement under this law is 36 months of full-time study. Active duty personnel attending school under this act receive a pro-rated amount of financial assistance based on whether full-time or part-time study is undertaken. Only the Veterans Administration (VA) can determine the amount of funds payable to an individual for a course of study.

Public Law 90-77

The Veterans' Pension and Readjustment Assistance Act of 1967 (PL 90-77), signed into law 31 August 1967, amended PL 89-358. It increased the educational assistance allowances for qualified in-service personnel and veterans who served after 31 January 1955. It also provides other increased or new benefits for veterans of the Vietnam Era, ranging from disability compensation to monthly allowances for on-the-job training. The law also allows eligible veterans and servicemen on active duty to obtain loans under the G.I. loan program. Many of the provisions of this law will primarily affect veterans rather than in-service personnel. Therefore personnel being released from active duty should request information about their eligibility, as well as assistance in applying for benefits, from contact representatives at any VA office or hospital.

Public Law 91-219

The Veterans Readjustment Benefits Act ("Cold War G.I. Bill") of March 1966 provided educational and training assistance to both veterans and in-service personnel. Public Law 90-631 of December 1968 provided for an increase in financial assistance as well as an increase in the rate at which benefits are earned. Public Law 91-219 of March 1970 provides another increase in financial assistance and permits a serviceman who has completed 180 days active duty to pursue certain programs of education without charge against the GI Bill benefits he earns through his military service. (Thus the program is referred to as the Predischarge Education Program (PREP).) PREP provides that:

- Military personnel who have completed 180 days of active duty may receive VA educational assistance allowances from the Predischarge Education Program (PREP) under the following circumstances:

1. When enrolled in courses (other than correspondence) needed to earn a high school diploma, or
2. When enrolled in deficiency, remedial, or refresher courses required for or preparatory to the pursuit of an appropriate course or training program.

- Enrollments under PREP must be made in VA approved educational institutions or training establishments.
- Individuals taking courses under PREP may do so without charge against any VA entitlements earned while on active duty.
- For courses to be taken in a foreign country, the VA can authorize educational allowances for secondary level courses only at approved U.S. institutions offering courses in the foreign country. Therefore, arrangements have been made for the DOD Overseas Dependents Schools to provide PREP courses at the secondary level in all overseas areas where DOD Dependents Schools are located.
- A Navyman who is authorized an educational assistance allowance by the VA for enrollment in any course(s) must also obtain the approval of his commanding officer or duty supervisor.
- Navymen may be authorized to attend PREP courses during duty hours on a released time basis consistent with mission requirements and the local command policy for conducting the programs.
- Active duty personnel must complete 180 consecutive days of active duty or be veterans of prior service in order to be eligible for VA educational assistance allowances (under the Cold War G.I. Bill).

- PREP courses are included as one of the training and educational options available to personnel eligible for Project Transition.

- Professional counseling is provided by the VA. (Military personnel who apply to the VA for an educational assistance allowance under PREP are to be advised to enter "(PREP)" following the goal indicated in block 17B of the Serviceman's Application for Program of Education or Training (VA Form 1990a of August 1970). This action is required to ensure that military personnel under PREP are not charged against their basic VA educational entitlement.)

The Veterans Administration has promulgated information on the newly approved educational benefits in VA Pamphlet 20-67-1 (revised April 1970) and VA Pamphlet 21-70-2 (September 1970). Copies of these pamphlets are available from the United States Armed Forces Institute, Madison, Wisconsin (using DD Form 1348). Reference copies are available at Educational Services offices.

Navymen pursuing high school level courses under the Navy Tuition Aid Program were permitted to complete any courses for which Tuition Assistance Contracts had been issued. Any subsequent enrollments should be effected through the VA PREP program. (Personnel may not receive concurrent benefits under the VA and the Navy Tuition Assistance Program, and therefore must elect educational assistance through only one program.)

Commanding officers are to ensure that:

- All personnel are advised and counseled concerning the Predischarge Education Program.
- Educational Services Officers obtain copies of "Summary of Benefits for Veterans and Servicemen with Service since Jan. 31, 1955, and their Dependents," VA Pamphlet 20-67-1 (Revised Apr. 1970), from USAFI, Madison for distribution.
- Necessary arrangements are made with educational and training institutions in CONUS to initiate and operate courses in support of PREP.
- Liaison is established with the DOD Dependents Schools in overseas areas for implementation of PREP.
- Educational Services Officers, in planning continuing education programs, coordinate with Transition Officers to provide programs that satisfy local requirements and that PREP courses are included as an option available for personnel eligible for Project Transition education and training.
- Navymen are authorized to attend courses designated as PREP during working hours on a released time basis consistent with mission requirements and the local command policy for conducting these courses.
- Certificates of Availability (VA Form 21E-1999a) are issued only to those individuals who will be available to complete any course(s) enrolled in under VA benefits.
- The Veterans Administration Regional Offices (VARO) are contacted as necessary and that the professional counseling provided by the VA is coordinated. (For overseas PREP, except for the Pacific area, all contacts with the VA are addressed to the Veterans Benefits Office, 2033 M Street N.W., Washington, D.C. 20421. For overseas PREP in the Pacific area, all contacts with the VA are addressed to the Veterans Administration Regional Office, 680 Ala Moana Boulevard, P. O. Box 3198, Honolulu, Hawaii 96801.)

PREP does not change the policy that the Navy does not delimit or devalue the acceptability of the high school GED test battery as a means of obtaining a high school equivalency certificate.

NAVAL RESERVE TRAINING

The mission of the Naval Reserve is to provide trained units and qualified individuals to be available for active duty in time of war or national emergency, and at such other times as the national security may require, to meet requirements of the Naval Establishment in excess of the Regular component during and after the period necessary for procurement and training of additional units and individuals to achieve the planned mobilization.

The Naval Reserve consists of the Ready Reserve (USNR-R), Standby Reserve-Active (USNR-S1), Standby Reserve-Inactive (USNR-S2), and Retired Reserve (USNR-Ret).

Training to meet mission requirements is accomplished through two major types of programs—Selected and Special. Within the types, each program has a sponsoring activity. This is the bureau, office, or command that provides technical advice and assistance in the administration of a program and in the execution of the training essential to meet the mobilization requirements with which the program is identified.

SELECTED RESERVE

The Selected Reserve consists of Naval Reserve units and individuals within the Ready Reserve that have been specifically designated by the Chief of Naval Operations. Until placed on extended active duty, they remain a part of the overall Reserve component.

There are two categories of selected Reserve forces, and ships and aircraft are designated for each.

Category A (D-Day Increment Augmentation Forces) are those forces maintained in a condition of material and training readiness that will permit their immediate employment in the event of either full or partial mobilization. Category A includes all Naval Reserve drill pay units, and personnel in this category carry effective mobilization orders for automatic execution in case of attack upon the United States or in the event of full mobilization. In case of partial mobilization, the orders are effective only when so directed by appropriate naval authority.

Category B (Phased Augmentation Forces) includes additional forces so located and planned for that they can be placed in active service in a minimum of time in the event of either full or partial mobilization. Personnel in this category are Ready reservists who have been preselected for specific mobilization assignments but not preordered as is the case with Category A.

Selected Reserve Forces drill (train) in units under the following components: Anti-Submarine Warfare, Mine Warfare, Active Fleet Augmentation, Fleet Support Activities, and Shore Establishment. Each component consists of one or more training programs. For example, within the Fleet Support Activities Component there are seven programs: Advanced Base Command; Amphibious Beach Group; Construction Battalion; Inshore Underseas Warfare; Ship Activation, Maintenance, and Repair; Ship's Supply Officer; and Naval Air Reserve Maintenance Unit. All current programs within the five components are listed in BUPERSINST 5400.42C.

SPECIALIST PROGRAMS

Naval Reserve units not assigned to the Selected Reserve are assigned to Specialist programs for training to provide individuals qualified for active duty in time of war or national emergency or at such other time as the national security may require.

Units of Specialist programs are designated as companies and platoons. None is a drill pay unit, but certain members may receive pay — the commanding and training officers, for instance. Members may be in either a Ready or Standby-Active status.

A complete list of current Specialist programs is given in BUPERSINST 5400.42C. In addition to such companies as Law, Intelligence, Petroleum, and Public Relations, Specialists programs include Naval Reserve Officer Schools (NROS).

NROS

Naval Reserve Officer Schools (NROS) provide courses of instruction similar to college-level courses. They operate on a 40-drill basis, corresponding to an academic year, with 2 weeks of active duty for training normally provided. The curriculum of about 36 courses is designed to fit the needs of officers of various ranks and designators. Promotion and retirement points are credited to those who satisfactorily complete a course and enrollment is open to any inactive officer in good standing in the Naval Reserve.

TYPES OF RESERVE TRAINING

Although other means are provided, most reservists are trained by means of regular drills, active duty for training, and correspondence courses and the Functional Individual Training System (FITS) packages.

Regular drills for Selected Reserve Programs consist of training in duties pertaining to the Navy as designated by the Chief of Naval Personnel, scheduled in advance, and of not less than 3 hours duration. (For aviation reservists, training, as approved by the Chief of Naval Operations, is supervised and directed by the Chief of Naval Air Reserve Training.)

Active duty for training normally is for 14 days annually, with the reservist performing duties appropriate to his rank and designator or rating and classification, his Naval Reserve status, and his prospective mobilization assignment. Such duty is required for personnel attached to, or associated in a pay status with, Selected Reserve units. It may be authorized for other Reserve personnel.

Training provided through correspondence courses was discussed earlier in the chapter. FITS packages are listed in NAVSUP 2002.

RESPONSIBILITY FOR RESERVE TRAINING

The Naval Reserve as a component of the Navy is organized, administered, trained, and supplied under the direction of the Chief of Naval Operations.

The Commander, Naval Reserve Training Command directs and supervises the administration of the Naval Reserve Training Program (other than Naval Air Reserve) in order to ensure the readiness, quality, growth, and responsiveness of the Naval Reserve for employment in the active forces when authorized and directed.

The naval district commandants are under the command of the Commander, Naval Reserve Training Command when exercising command over reserve training centers, facilities, and ships, and when carrying out other Naval Reserve program tasks.

Under the Chief of Naval Training, the Chief of Naval Air Reserve Training has similar responsibility for Reserve aviation training.

Naval bureaus, systems commands, and offices hold the same relation and responsibility to the Naval Reserve as they do to the Regular Navy, and each has a section, branch, or division devoted to Naval Reserve matters.

District commandants and the Chief of Naval Air Reserve Training may assign officers of the Regular Navy or Naval Reserve to additional duty on their staffs in connection with the training of Naval Reserve organizations and individuals.

Commanding officers of fleet operational training commands and fleet training centers may assign officers and enlisted men to additional duty in connection with the training of reservists afloat and ashore.

Fulltime active duty TAR (abbreviation for Training and Administration of the Reserve) officer and enlisted personnel are assigned to each Naval Reserve training ship, training center, Reserve naval air station, and Naval Air Reserve Training Unit (NARTU). Enlisted personnel so assigned are known as shipkeepers or stationkeepers. Their duties include maintenance of the facilities and administration and training in cooperation with the inactive duty officers responsible for individual units drilling in these facilities. The potential value of such personnel as instructors is an important factor in their selection as ship/stationkeepers.

Details of organization for Reserve training, including Air; responsibilities for facilities and equipment, including procurement; regulations pertaining to drill; and other Naval Reserve matters are set forth in the Bureau of Naval Personnel Manual and in pertinent instructions and notices.

CIVILIAN TRAINING

It is the policy of the Department of the Navy to provide a training, development, and career planning program for civilian employees as required for accomplishment of the Navy's mission. The program is an integral part of the civilian manpower management function. Its overall objective — to contribute to a competent force of employees, equipped to attain goals as established by the Navy's mission — is premised on the principle that it is a management responsibility to achieve and maintain operating efficiency, using training and development, as appropriate and practicable, as a means toward this end.

Specific objectives of the program are promoting and maintaining high performance levels; improving operating efficiency where needed; providing career programs that will attract, develop, and retain personnel in accordance with staffing requirements; ensuring effective manpower utilization; encouraging and assisting employees in their self-development efforts; developing personnel to coincide with mission changes, and motivating employees and stimulating a sense of responsibility and participation.

The three major areas of civilian training and development are (1) self-development efforts on the part of employees; (2) in-service training, sometimes using other Government facilities; and (3) training through non-Government facilities.

ADMINISTRATION OF CIVILIAN TRAINING

Chapter 41 of Title 5, USC (Government Employees Training) is the basic statute authorizing civilian employee training. Executive Order 11348 of 20 April, 1967, provides additional Presidential direction on the manner in which the general statutory authority is to be used. Both the law and Executive Order authorize the Civil Service Commission to issue regulations governing various aspects of the law.

The Director of Civilian Manpower Management is responsible for establishing policies and issuing regulations governing the administration of the Navy's civilian training program. Naval bureaus, offices, systems commands, and field activities are responsible for application of established policies and procedures in accordance with authority delegated to them.

Administration of the program must be within the framework established by law, Executive Order, regulations of the Civil Service Commission, and policies and instructions of the Department of Defense. The administrative procedures and guidelines prescribed in the Federal Personnel Manual, Chapter 410 (FPM 410), and the Civilian Manpower Management Instructions, chapter 410 (CMMI 410), contain the basic required framework and permit adaptation to local situations. CMMI 410 includes such matters as determining training needs, selecting employees for training, developing plans, utilizing employees trained, evaluating training given, and the like. Also included are references to pertinent laws, directives, and regulations. Familiarity with this instruction is essential to effective administration of a civilian training and development program.

SELF-DEVELOPMENT

Self-development is growth through various self-planned activities which serve to increase an employee's competence and usefulness to the Navy. Such activities consist of study, professional writing for publication, membership and participation in professional organizations, teaching, and other activities related to the interests and goals of the employee. Self-development efforts are initiated by the employee, are primarily supported by him, and are engaged in on his own time, for the purpose of becoming more competent in his line of work.

It is the policy of the Department of the Navy to stimulate and encourage employees to pursue their own courses of self-development, to provide information and guidance, and wherever possible to integrate such efforts with management's goals. Such a policy places responsibility on the Navy to make use, where ever practicable, of the increased proficiency and capability the employee attains and especially to consider this development in making position changes.

The employee has an important stake in his own self-development. His responsibilities include assessing his background and potential in relation to his goal, devising a pattern for development toward that goal, and taking advantage of opportunities made available by the naval activity.

TRAINING IN GOVERNMENT FACILITIES

Training by, in, or through Government facilities is in-service training conducted by civilian or military personnel of the Government acting in their official capacities, and on property owned or substantially controlled by the Government.

When training requirements cannot be met at the local activity, other naval activities (and DOD training resources) are considered for assistance. (See CMMI 410.3-B.) If these cannot fulfill requirements, the facilities and services offered through CSC regional offices and other Federal agencies are considered; such training is called Interagency Training.

Training in the following subjects is required of all naval activities: employee orientation, security, safety and public relations, Federal Equal Employment Opportunity, incentive rewards, preretirement planning and preparation, instructor training, and conference leader training. CMMI 410 provides broadly outlined guides for training in these areas. It also lists other areas considered to be within a naval activity's capacity, such as teaching new techniques and methods; acquainting employees with regulations, practices, and pertinent laws; and preparing individuals of special ability for added responsibility.

INTERAGENCY TRAINING

The Government Employees Training Act introduced the concept of interagency training throughout the Federal Government in 1958. Since then, interagency training has proved one of the most effective means of improving program operations by providing development opportunities for employees.

In spite of the success of interagency training programs during the first several years, there was an awareness of the need for evaluation and continuing improvement in the training of Federal employees. Therefore, the President appointed a Task Force on Career Advancement in May 1966 to study, among several other problems related to training and education in the Federal service, the status of interagency training. The Task Force was asked to make recommendations, as a result of its findings, on how agencies may increase their involvement in interagency training. The Task Force recommended:

"That agency heads open their training programs to employees from other agencies;

"That agency heads cooperate with each other and with the Civil Service Commission in continuing and expanding interagency programs;

"That the Civil Service Commission identify major functional areas in which new or additional interagency training is needed;

"That the Commission negotiate with the agency having prime responsibility for a function either to provide that training or to provide advice on course content; and

"That the Commission take steps to have such courses set up and conducted as often as needed and in convenient locations in Washington, in the field, and overseas."

On April 20, 1967, shortly after the Task Force completed its study, the President issued Executive Order 11348, Providing for the Further Training of Government Employees. Regarding interagency training, the Order directs each agency and department head to:

> "(d) Extend agency training programs to employees of other agencies ... and assign his employees to interagency training whenever this will result in better training, improved service, or savings to the Government;
>
> "(e) Establish interagency training facilities in areas of substantive competence as arranged by the Civil Service Commission."

The CSC is responsible for promotion and coordination of interagency training.

Sharing Training Resources

Interagency training programs supplement agency training programs; sharing such training is intended to:

1. Promote economy through more effective use of training resources and avoid unnecessary duplication.
2. Provide a wider range of training programs common to more than one Government agency.
3. Improve the quality of training programs by permitting specialization in training programs by an agency having expertise in the area of training being given.

The law authorizes agencies to obtain reimbursement from other agencies or to share training costs with other agencies in joint training activities. Agencies may use employees of other Government agencies, military or civilian, as lecturers, workshop leaders, course directors, program designers, course evaluators, or other kinds of training resource persons. All assignments in which reimbursement is to be made should be agreed to in writing by both agencies.

Each Naval activity is in the best position to determine whether it can make its training facilities available to other agencies (in terms of capacity and effect on training operations and other missions) and to determine whether training programs and facilities of other agencies are suitable, timely, and reasonably available to meet their specific training needs.

Generally, training facilities of the Department of the Navy are to be made available to other agencies on a "space available" basis, provided the number of Navy participants are not unreasonably restricted by the application of this policy. The Navy retains control of the course and its content.

Naval activities should submit information on courses and programs which can be made available to employees of other Government agencies to the cognizant Regional Office of the Office of Civilian Manpower Management or to the Capital Area Personnel Services Office—Navy in order that such information can be included in the Interagency Training Programs Bulletin and Training Calendars.

Interagency Training Bulletins and Calendars

Two documents are provided to assist agencies in their planning for participation in interagency training. One publication is the annual Interagency Training Programs Bulletin; the other is the Monthly Calendar. Both are developed by the Committee on Interagency Training, composed of representatives of principal Government agencies; and published by CSC. The Department of the Navy is represented on this committee.

The Bulletin contains information on training available for interagency use during the fiscal year. This information consists of:

- Names of agencies offering interagency programs.

- General description of each course.
- Qualification for attendance at any course.
- Cost per person selected to attend.
- The address of the office offering the course and training site.
- Dates and length of courses. (Note: Since the Bulletin serves mainly to announce planned programs for the coming fiscal year, course dates are subject to change.)
- A contact point to call or write for additional information about any course.

In the Bulletin, courses are grouped in major categories such as Automatic Data Processing, Executive Management, Middle Management, Supervision, Financial Management, Management Analysis, Personnel Management, Communications, Office Skills and Practices, Supply Management, Health and Safety Services, and Specialized Agency Programs. In the Table of Contents, however, courses which deal with more than one topic are listed under as many headings as the subjects covered. For example, a course entitled Introduction to ADP in Financial Management would be listed twice in the Table of Contents: under Financial Management and under Automatic Data Processing Skills and Administration.

An Annual Calendar of Interagency Training Programs is included as an appendix to the Bulletin. The annual calendar consists of tentative course dates, nomination deadlines, course titles, and course numbers. Its format is similar to that of the Monthly Calendars except that the Annual Calendar provides a list of courses for the entire fiscal year.

The Monthly Calendars, issued about the first of each month beginning with June, serve to update information in the Bulletin and the Annual Calendar. Specifically, each monthly Calendar lists all courses scheduled for presentation during the subsequent two months. These calendars provide the latest information about dates, course titles and numbers, nomination deadlines, and any additions or deletions for the two month schedule.

Descriptions of courses developed after the Bulletin has gone to press are sent to key agency training directors for further distribution within their agencies.

All courses both in the Bulletin and Calendar, are identified by a two-letter symbol which indicates the agency offering the training, a course number, and the general subject area. For example, the Civil Service Commission course Supervision and Group Performance is identified in the Bulletin thus:

CS-7000-SPV
Supervision and Group Performance.

In the Calendar, this course appears thus:

Supervision and Group Performance
CS-7000-SPV

This method of identifying courses in both documents is intended to facilitate the interchange and use of information common to both publications.

TRAINING IN NON-GOVERNMENT FACILITIES

Training by, in, or through non-Government facilities is encouraged where it can be clearly demonstrated that the use of these facilities is essential.

Training in non-Government facilities may be full-time or part-time, on or off duty, day or evening, or any combination of these. It may be given by an educational institution, a manufacturer, professional association, or competent individual. Payment of training expenses may be made directly to the training facility, or the employee may be paid in advance or reimbursed in accordance with existing procedures. Training expenses for which payment may be authorized include pay, transportation costs, travel and per diem, and fees and services including tuition, library and laboratory services, purchase or rental of books, materials and supplies, and membership fees that are necessary costs directly related to the training or a condition precedent to taking the training.

Bureaus, offices, and commands may formulate procedures within the framework of Navy-wide policy, which permit variations in administering this type of training. The U.S. Civil Service Commission's inspection program includes review of this training, as well as all other training.

Employees who receive training in non-Government facilities are required to sign a Training Assignment Agreement and agree to remain on duty with the Navy for specified periods after the completion of their training. Details are given in FPM 410.

EEO TRAINING

Management has a positive duty to actively support the Equal Opportunity Program. Such support includes training at all levels including the first level of supervision. There can be no effective EEO program without EEO education and training. The two groups that have been most discriminated against in the past are minority members and women.

For a number of years minority representation in the Navy work force has substantially exceeded that of the country at large—over 18% in Navy (13% Negro), compared to 17% representation in the national population (11.2% Negro, 5.0% Spanish surnamed). Navy's primary problem was and is considered to be moving minorities into higher levels, occupations and areas where few or no minorities have been employed. A film about this deficiency "Toward Full Integration" was developed for EEO supervisory training.

The film does the following:

- It candidly discusses the concentration of minority employees of Navy and Marine Corps activities assigned to lower level occupations and the relatively few in supervisory or managerial levels.
- It explains some of the methods activities have used in moving toward the Department of the Navy goal of a fully integrated work force in all occupations and levels.
- It confirms the fact that more and more minorities are moving up because more and more supervisors are recognizing that skin color has nothing to do with ability.
- It provides insights into historical, social and educational factors.
- It explores some of the reasons for supervisory and employee attitudes, and how they are changing.
- It examines the equal opportunity role and responsibility of the supervisor, including examples of actions supervisors should take.

Copies of the film are available from ROCMMs and Navy Training Aids Libraries. A guide for training officers is also available for use with the film.

Although the film is primarily for Department of the Navy supervisory training, it has value for all employees and/or the general public.

The problem of discrimination against women is also deeply ingrained and also frequently is not recognized. There is an unfortunate tendency to generalize that all women cannot do a particular job either because many women cannot in fact perform the job in question or because "we tried a woman once and it didn't work out". Thus, all women tend to be judged unable to perform a particular type of work because one woman could not perform it. Obviously when a man doesn't work out in a particular position, the same logic (i.e., men cannot do this type of work) is not applied.

It is therefore essential that additional effort be made by management not only to provide women equal opportunity for various positions but also to ensure that women employees at appropriate grade levels are given full consideration for various training opportunities. As the Executive Director of the Civil Service Commission has reemphasized: "We cannot say we are providing equal opportunity for women if they are not given equal opportunity for training...."

Commanding officers, managers, and supervisors have an inherent responsibility for exercising PERSONAL LEADERSHIP in ensuring that full consideration of equal opportunity is in fact given in both employment and training in accordance with the following directives and references:

(a) E.O. 11478
(b) FPM 713
(c) FPM Supplement 990-1, Part 713
(d) CMMI 713
(e) SECNAV Notice 12713 of 9 March 1970
(f) SECNAV Instruction 12713.8 of 9 March 1971
(g) OCMM Notice 12713 of 26 March 1971
(h) BUPERSNOTE 1611 of 9 July 1971, Officer Fitness Reports; evaluation of equal opportunity aspects of leadership.

BUPERSNOTE 1611 of 9 July 1971 announced a requirement for inclusion in Section 21 of NAVPERS 1611/1, the Officer Fitness Report, of evaluative comment on the equal opportunity aspects of leadership displayed by officers being evaluated.

Program Requirements and Delineated Responsibilities

CMMI 713 requires each headquarters organization and field activity within Navy to take necessary action to ensure that the minimum EEO requirements portrayed by figure 10-1 are successfully achieved. Administration of the program is a shared responsibility of activity officials, including the Director of the Civilian Personnel Office. Paragraph 2-6d of CMMI 713 designates the head of each activity employing civilians as an EEO officer.

Administration Responsibilities of Activity Officials.—Inherent to accomplishment of the EEO program, activity officials must involve themselves as follows:

- Head of activity issue "personal policy statement" and periodically supplement the statement with oral and written pronouncements to demonstrate a continuing strong personal interest in EEO and to ensure the EEO policy is vigorously and positively carried out at all levels. Figure 10-2 is a sample statement.
- As required and/or where optional and desired, designate program officers.
- Develop and issue an Affirmative Action Plan (AAP) tailored to meet the needs of the activity which specifies practical, realistic, short and long-term goals, and target dates. SECNAVNOTE 12713 of 9 March 1970 distributed the overall Department of the Navy AAP, which contains certain headquarters organization and field activity action items, and it can serve as an excellent "outline of action areas" for development of individual local AAP's.
- Establish minority employment goals and timetables in accordance with SECNAV Instruction 12713.8 of 9 March 1971 and OCMM Notice 12713 of 26 March 1971.
- Annotate and post NAVSO P-2411 (Ref. 11-69) (See fig. 9-5) on all official bulletin boards.
- Ensure minority employees and women participate in training, details, temporary promotions, etc., and ensure their representation on boards, panels, and committees where membership is appointive.
- Designate an official to collect and maintain statistics.
- Through an individual or designated group, continuously evaluate EEO and related programs.
- Conduct semi-annual review of EEO accomplishments with department heads.
- Publicize achievements of individual minorities and women and activity program accomplishments and/or progress.
- Process both formal and informal complaints as expeditiously as possible.
- Prepare and submit reports when it is most appropriate for the activity to do so; otherwise, coordinate with the Civilian Personnel Office on reporting to ensure accomplishment.
- Communicate to the Civilian Personnel Office the need for assistance on any aspect of the program.

ATTENDANCE AT MEETINGS

Section 4100 of Title 5, United States Code, provides that: "Appropriations available to an agency for travel expenses are available for expenses of attendance at meetings which are concerned with the functions or activities for which the appropriation is made or which will contribute to improved conduct, supervision, or management of those functions or activities." The basic criterion is that the purpose and subject of the meeting be related to the primary duties of the employee. Many recognized societies, associations, and business and industrial organizations are considered centers of advancement in their respective fields and their meetings are considered an outstanding means for exchange of information. Other benefits to be derived include (1) attracting, retaining, and motivating the caliber of civilian employees required by the Navy; (2) broadening employees' perspectives by exchange of ideas and experiences; (3) enhancing the prestige of the Navy's civilian employees and the public service; (4) contributing to sustained work satisfaction; and (5) encouraging, stimulating, and assisting in education, research, and employee development.

FPM 410.8 and CMMI 410.8 outline policy and procedures on attending professional meetings.

CONTRIBUTIONS AND AWARDS

The Navy utilizes developmental opportunities available through scholarship and fellowship awards offered by public educational facilities, private foundations, and within the Federal Government. In addition to affording employees opportunity to participate in studies in line

EEO PROGRAM REQUIREMENTS
(Program Anatomy)

The following constitutes the minimum requirements of a headquarters organization and/or field activity EEO program.

1. A current published personal policy statement by the activity head supplemented by specific and periodic oral and written pronouncements to ensure continued attention to the policy by all levels of supervisors and employees.

2. An individual or a special group designated to conduct a continuing evaluation of EEO and related programs and to make recommendations for changes and improvements. (Can be assigned to an EEO committee.)

3. Publish a local Affirmative Action Plan for minority groups and women setting forth specific goals and target dates, as required by paragraph 2-5c of CMMI 713.

4. NAVSO P-2411 (Rev. 11-69) properly annotated and posted on all official bulletin boards.

5. A continuing dialogue established with community minority group leaders.

6. Specific recruitment efforts in predominantly minority communities and schools, in women's schools, and through contact with minority and women's organizations, groups, and leaders. Integrated recruiting teams should be used for recruitment whenever practicable, particularly in predominantly minority schools.

7. EEO included in supervisory development programs on a regular basis.

8. A training program designed to provide an opportunity for the disadvantaged to improve their qualifications for advancement.

9. Minority employees and women participating on an equal basis in training programs, detail assignments, temporary promotions, and additional pay assignments.

10. Minority group members and women represented on promotion boards and other boards and committees where membership is appointive.

11. Measurable improvement in the status of minorities and women at the activity.

12. Achievements of individual minorities and women published in appropriate media including particularly the minority press, women's section in newspapers, women's publications, and in station publications.

13. Activity program accomplishments and/or progress published at least annually.

14. Discrimination complaints, both formal and informal, processed and resolved expeditiously.

15. Organized employment groups encouraged to make substantial contributions to the successful achievement of EEO goals.

16. At least a semi-annual review by the head of the activity of EEO accomplishments with department heads.

Figure 10-1.—Minimum EEO Program Requirements.

EEO PROGRAM REQUIREMENTS
(Program Anatomy)

17. Implement, so far as applicable, the sixteen-point program to assist Spanish-surnamed as specified in FPM Bulletin 713-16 of 12 February 1971.

18. Establish minority employment goals and timetables as required by SECNAVINST 12713.8 and OCMMNOTE 12713 of 26 March 1971. (Required of each activity employing a total of 300 or more civilians or 20 or more in one or more graded or wage levels.) May be part of the Affirmative Action Plan of activities required to establish minority employment goals.

19. Designation of program officers as follows:

a. Director of Equal Employment Opportunity (DEEO). Mr. Robert H. Willey has been designated as the Department of the Navy DEEO in accordance with the requirement of FPM 713. (This designation is separate and distinct from his official duties as Director of Civilian Manpower Management.)

b. Equal Employment Opportunity Officer (EEOO). Paragraph 2-6d of CMMI 713 designates the head of each activity employing civilians as an EEOO.

c. Equal Employment Opportunity Counselors. Paragraph 2-6e of CMMI 713 requires activities employing 300 or more civilians to designate an EEO counselor(s). Activities employing less than 300 may appoint an EEO counselor(s) or may utilize counselors from a Consolidated Civilian Personnel Office (CCPO) or neighboring activities by mutual arrangement.

d. Equal Employment Opportunity Investigators. Using the guidelines of appendix F to CMMI 713, CCPO serviced activities will select and designate EEO investigators only when requested accordance with paragraph 2-6f of CMMI 713.

e. Equal Employment Opportunity Coordinator. Paragraph 2-6g of CMMI 713 requires designation of an EEO coordinator by each activity employing 300 or more civilians. Activities with less than 300 civilian employees may designate an EEO coordinator or may utilize the CCPO EEO coordinator.

f. Federal Women's Program (FWP) Coordinator. Although not mandatory, paragraph 6-2h of CMMI 713 encourages each activity employing 300 or more civilians to designate a FWP coordinator. All CCPO serviced activities may opt to utilize the CCPO FWP coordinator.

g. Equal Employment Opportunity Committee. Paragraph 6-2i of CMMI 713 requires activities employing 300 or more civilians to establish a committee. Activities employing less than 300 civilians that do not establish an EEO committee may designate a representative to serve on a consolidated committee operated by CCPO. In either case, the CCPO EEO administrator will serve on the committee as the technical adviser.

20. Collection and maintenance of statistics in accordance with subchapter 3 of CMMI 713 for evaluation of local program.

Figure 10-1. — Minimum EEO Program Requirements (continued).

(LETTERHEAD)

From: (Commanding Officer - Director - Officer-in-Charge)
To: All Civilian and Military Personnel

Subj: Equal Employment Opportunity Personal Policy Statement

1. I wish to reaffirm the Federal policy announced in Executive Order No. 11478 and referred to in Civilian Manpower Management Instruction 713, issued by the Department of the Navy, that the principle of Equal Employment Opportunity without regard to race, color, religion, sex or national origin must command the total support of all employees. Although considerable effort has been made in the past towards achieving fairer and more effective utilization of the many skills and talents of minority group civilian employees, more can be accomplished. To this end, therefore, I enjoin all civilian and military supervisors to select candidates for appointment, for training, and for promotion in the spirit intended in Executive Order No. 11478. All levels of management shall continuously seek ways to improve our entire civilian personnel management program.

2. I expect each and every individual employee, whether they be military or civilian, supervisor or non-supervisor, male or female, to respect the dignity of their fellow employees and associates and to refrain from any action or comment which would suggest or imply a discriminatory or prejudiced attitude.

3. It is my desire that all employees work together toward the objectives of non-discrimination and equality with a full commitment to the spirit, letter and moral urgency of the Equal Employment Opportunity Program.

(Signature)

Figure 10-2. — Sample EEO Local Policy Statement.

with their individual development programs which at the same time are of benefit to the Navy; receiving or being nominated for a scholarship or fellowship carries with it appreciable prestige, which is a positive recruitment and retention factor. Awards and contributions accepted must be within established policy and criteria as outlined in Chapter 410 of the Federal Personnel Manual.

CIVILIAN TRAINING AND DEVELOPMENT PROGRAMS

The basic objective of training and development is to increase efficiency and economy by providing for civilian employees training designed to facilitate the performance of their official duties.

Training is a line responsibility, and the ultimate responsibility for the quality and sufficiency of training lies with management. Each activity should evaluate its training programs periodically to ascertain how well they are meeting the needs of the activity and employees, to determine what should be done to improve training, and to effect needed change.

The need for developing and training experienced supervisory personnel as well as other employees is continuous. Knowledges and skills acquired in initial training must be extended and reinforced periodically if they are not to become obsolete. Experienced personnel are continually confronted with changes in job requirements and with new situations which demand more information, broader knowledge, and improved technique. Therefore, advanced training, particularly for supervisors, should be built upon a continuous, systematic appraisal of individual need and the needs of the agency. This applies not only to first-level supervisors but to all supervisors and to managers who have supervisory responsibilities. In any event, individual plans for the continued development and training of each supervisor should be established and adhered to as much as possible. Such planning is not only advantageous for preparing the employee to do his job well but is also an effective method for developing a competent staff while assuring individual career advancement.

Many of the training needs relate to changing methods and techniques, operating and maintaining new equipment, advancing technological progress, and recruiting problems in manpower shortage categories. Accordingly, training is geared to the needs of occupational groups and services.

Following are highlights of training as it is organized for selected occupational groups and services.

Shop Trainee Program

The shop trainee program is designed to develop personnel for entrance into certain nonapprenticeable occupations which require from 1 to 4 years of applicable training and experience. This training is given when it is judged to be the most effective and economical means of obtaining fully qualified journeymen in these occupations. Such training enables an employee with aptitude, but with little or no previous experience, to qualify through the ungraded job rating of "shop trainee." It also provides a broad foundation to help shop trainees to become potential key employees and supervisors in these occupations.

Training Of Apprentices

The purpose of apprentice training is to develop highly skilled Navy-oriented journeymen thoroughly and broadly qualified in their trades and to provide a potential source of key employees and supervisors. The program is designed to develop the character, personality, industry, and initiative of the apprentice, in addition to providing him with the technical skills and knowledge required in his chosen trade. All apprentices are informed of the objectives and standards of the program at the time of their employment.

Training Of First Level Supervisors

Management effectiveness and efficiency are directly dependent upon the quality of supervision. Supervisory training is, therefore, essential: it is both a way to prepare the supervisor for the responsibilities imposed by the modern organization and a way to assure capacity to meet the challenge of constant change in management processes and technology. Training should equip the supervisor with those skills which will enable him (a) to help his organization accomplish its mission; and (b) to discharge his individual responsibilities to the maximum satisfaction of his superiors, his subordinates, and himself.

FPM, Chapter 335, Promotion and Internal Placement, recognizes the critical role of the supervisor by establishing improved criteria for the selection of persons with supervisory abilities and potential and by requiring the training of all new first-level supervisors either before they assume their new duties or as soon after as possible.

Coverage.—The provisions requiring specific training apply to all employees selected after June 30, 1969, for positions in the competitive service classified or graded as first-level supervisor, regardless of pay system or manner of selection (promotion, internal placement, or other means). (A first-level supervisory position is one which meets the standard of minimum supervisory responsibility defined in the job standards of the applicable pay schedule.) Persons in working-and project-leader type positions are not subject to these requirements; however, agencies should also provide them with training appropriate to the duties and responsibilities of their positions.

Training Goals.—The position of first-level supervisor has unique characteristics. The person occupying this position is literally a man-in-the-middle with direct responsibilities to the employees he supervises as well as to management. His is a dual role because he is both a representative of management and a representative of his work group to management. He is required to play a significantly different role than he had as an employee, and the supervision of people is an extremely important aspect of this new role.

Training for all supervisors should encompass the knowledges and skills necessary to do the job. The good supervisor needs a well-founded knowledge of his occupation and an equally solid understanding of the structure and operations of the organization. In varying degrees he must have administrative skill, analytic and conceptual ability, skill in human relations, ability to provide leadership, the capacity to get the job done, and technical know-how.

The new first-level supervisor does not ordinarily enter into his position possessing the knowledges and skills necessary to cope with its complex requirements. His promotion to supervisory rank often reflects a recognition of his competence in some specialized occupational area and an estimate of his potential for supervision. The ultimate goal of training for the new or prospective first-level supervisor should be the development of this potential by providing him with an understanding of good supervision, teaching him how to apply good supervisory techniques, helping him develop a capacity for doing his job effectively, and preparing him for more advanced training.

The training needs of the new or potential supervisor should be identified before training. Since needs vary for each person and for the job he performs, his training should be geared to these needs. The new supervisor's training and developmental program should be based on his background (his education, previous experience, and training), the supervisory situation (the type of employees supervised, their level of work, and the organizational activity), and the needs of the organization.

Commission Requirements. — The Commission requires that suitable initial training be provided all newly selected first-level supervisors either before they assume their new duties or as soon after as possible. (See section 3-8b of chapter 335, FPM.) To meet this requirement, the content of agency training programs should be geared to the needs of the individual supervisor and should include, as appropriate, the following subjects:

1. Personnel policy, practices, and procedures (with particular emphasis on merit promotion policy, equal employment opportunity, and labor relations);
2. Supervisory responsibilities within the agency and organization;
3. Communicative processes in management;
4. Human behavior, motivation, and interpersonal relationships;
5. Work planning and productivity;
6. Basic theories of supervision and management;
7. Concepts of organization;
8. Techniques for problem-solving and decision-making;
9. Methods of performance appraisal and evaluation;
10. Learning theory and training techniques.

A successful supervisory training program, one which meets the objectives of initial training and the CSC requirements, generally necessitates a minimum of 80 hours of instruction. Therefore, as a general rule the required training for each new first-level supervisor should be no less than 80 hours of formal instruction or its equivalent (when formal instruction is not feasible or possible) within his first two years as a supervisor; however, each new supervisor is REQUIRED to have at least 40 hours of training either before (preentry training) or within six months after entry on duty as a supervisor.

In applying the foregoing, each activity should make the determination of the individual supervisor's need, based upon such factors as previous training, education, and experience. When the person's background has equipped him with skills and knowledges equivalent to those which would be acquired through certain aspects of the training required, the 80 hours (including the initial 40 hours) may be reduced accordingly. The official personnel file of each new first-level supervisor must be documented to clearly indicate the following:

(a) What determination was made concerning training needs;
(b) The basis for the determination;
(c) What training was provided to meet those needs; and
(d) If training given is less than 80 hours, the basis for the lesser amount.

Although 80 hours meets the minimum standard for initial training, it is strongly recommended that the new supervisor receive substantially more preparation so that he may be properly equipped to function as a supervisor.

Need For Formal Training.—While it is recognized that important training occurs on the job with the coaching of one's superior or peer, formal training (i.e., off-the-job training which is a part of a planned, prepared, and coordinated curriculum) is necessary to build that body of knowledges and skills needed to perform a wide variety of tasks. Thus, formal training should provide the latest, most useful information, and knowledge of the field; permit the participant to profit from the findings of the social and behavioral scientists working in fields of group dynamics, human relations, and related disciplines; and enable him to build a reservoir of techniques for his own use. Finally, formal training should provide a conceptual framework for use in assessing the work situation and for taking action in or upon it.

Management must ensure that each first-level supervisor receives appropriate initial preparation for his job as well as continued development in the art of supervision; that such training is properly documented in the employee's official personnel record; that supervisory training has full management support and interest, in practice as well as in policy; that the content of training programs is not only appropriate to activity needs but also is relevant to the needs of the individual supervisor; that the training is of high quality, and that the work environment is conducive to the practice of good supervision.

Advanced Supervisory Training

To maintain a highly competent staff of supervisors, training is provided for all levels of supervision. Specific requirements are established for basic supervisory training of first-level supervisors. Additional training and development depends upon the needs of the activity and on the specific needs of individual supervisors, as evidenced by their performance. Needs are established in terms of a high quality of supervision which demonstrated complete understanding and thorough acceptance of the fundamentals of good management as well as the effective application of the principles of good supervision.

Supervisory training is directed toward developing, maintaining, and increasing the supervisor's requisite leadership, technical, and conceptual skills. Subjects considered essential to a supervisor's organizational, leadership, and training roles are listed in Appendix A of Chapter 410, FPM. Certain subjects are required: technical and moral principles and practices of leadership; Equal Employment Opportunity policy; and safety, security, and foreign language (when considered a requirement of position).

Advanced training programs for supervisors should enable them to keep up with the state of the art and should be built on training already received, individual experience, and the appraisal of current and future agency need. They should concentrate on the functional aspects of supervision and should emphasize how best to apply supervisory knowledge, skill, and technique. Above all, advanced training should teach the policies of the agency and how it really operates. The Commission recommends, therefore, that all advanced programs include additional or more intensive training in the following: (1) Agency personnel practices and procedures; (2) communication skills and techniques; (3) interpersonal relationships; and (4) work planning and control. Consideration should also be given to more intensive coverage of other subjects listed in the preceding section.

A home study course, Supervision and Management for Navy Civilian Personnel, covers a wide range of subjects relevant to supervisory duties and responsibilities. The course (NTTC Correspondence Course No. 185) and quiz booklet (Publication 185-T) may be obtained from the Naval Facilities Technical Training Center (NTTC), Naval Public Works Center, Norfolk. Requests should be addressed to the Commanding Officer, Navy Public Works Center, Norfolk, Virginia 23511. Attention: NTTC. A copy of the answer key to the quiz booklet is available to responsible administrative personnel.

The course entitled "Fundamentals of Supervision for Navy Civilians" is also available from the Government Printing Office (GPO), Wash., D. C. 20402, at a cost of $1.50 for the text and $.55 for the Quiz Booklet. (One hundred copies or more are discounted 25%.) GPO Catalog numbers are:

Text: D202.6/7:Su7
Quiz Booklet: D202.6/7:Su7/QUIZ

Training and Development of Executives

Executive training and development is based on the premise that stronger manpower can be developed when individual ability and initiative are supplemented with a good climate for executive growth and with organized assistance. This training and development is appropriate to meet management needs of field activities and the departmental service. Applicants and proposed trainees are carefully screened and selections are made on the basis of capacities for substantial growth and development, intelligence, personal characteristics, and interest in the Navy as a career.

Developmental efforts may be focused upon enlarging knowledge of occupational and professional fields, or of program planning and execution, or a combination of both. Increasing emphasis is being placed upon management styles, interrelationships between Government agencies and missions and the public interest.

Following basic instruction, trainees are developed through individual programs, using such techniques as job rotation or special assignments, supplemental study at the university level, organized training within the activity or at other activities and Government agencies, conference participation, and enrollments for executive seminars at the Executive Seminar Centers or at the Federal Executive Institute, both of which are sponsored by the Civil Service Commission. Executive development is discussed in FPM 412.

Training and Development of Professional Personnel

Recognizing the importance of successful research to accomplishment of the Navy's mission and the need for an adequate supply of highly competent personnel, the professional development program is designed to make more effective the services of professional personnel, retain the service of such personnel, and attract the highly competent professional personnel needed by the Navy. The program applies to departmental and field activities, including the U. S. Naval Academy and postgraduate schools. Military personnel may be included in the plan.

The plan for professional development embraces the following elements:

1. In-service training which is made available to professional employees as necessary to keep them abreast of progress in specific fields and to enable them better to perform the Navy's assignment. Classes, discussion meetings, or lectures may be conducted by the activity staff or by persons from other activities and agencies, educational institutions, or industry. The subject matter must meet requirements of the naval activity.
2. Advanced study through which the Navy encourages, promotes, and establishes means whereby professional employees may undertake advanced studies that will extend the frontiers of their knowledge, increase their competence, and improve their professional standing. Courses may be sponsored by naval or other Government activities or by cooperating universities.
3. Professional recognition of individual competence, which enhances the reputation of the organization and is thus an important factor in attracting and retaining high caliber personnel. The Navy encourages and facilitates activities of professional employees that will further their development as well as recognize their abilities. Participation in professional societies and publishing research results, subject to security regulations, are encouraged.

Training Programs for College Students

The objectives of additional training programs for college students are: to create an additional source of manpower required by a naval activity; to bring college students into the Department of the Navy to provide them with practical work experience that relates to their academic study; and to cooperate with educational institutions offering cooperative education curricula which require students to obtain industrial work experience, when such cooperation is consistent with the Navy's manpower needs.

Students participate in a cooperative work study program which provides for integrating academic study with practical work experience and on-the-job training in both shortage and nonshortage occupations. Students alternate periods of employment with periods of attendance in college. Work assignments must be properly supervised by professional employees engaged in the occupation or specialty.

Participants must meet the qualifications standards for the position, including the written examination.

In addition to the evaluation common to all training, student trainee programs are evaluated on such additional points as the number of graduates obtained for full-time employment through the programs; number of graduates without Training Assignment Agreements who accept employment with the activity; quantity and quality of work produced by student trainees; and length of retention of graduates and their eventual assumption of key positions.

Information on these programs is given in CMMI 410-B.

OCMM Institutes

The Office of Civilian Manpower Management sponsors seminars for the purpose of providing orientation and refresher training in the field of general management, civilian manpower management and industrial relations for Navy military and civilian managers. Institutes enhance the mutual understanding between military and civilian personnel and between field and departmental services through the exchange of ideas, and through the discussion of the broad philosophy of management as it applies to civil service employees of the Navy.

TRAINING TECHNIQUES

The Navy utilizes both basic time-tested methods and new concepts and methods in the training and education of personnel. Extensive use is made of such basic methods as classroom teaching and correspondence courses (discussed earlier in the chapter) and training aids. The Navy also has been quick to adapt new concepts and developments such as instructional television, programmed instruction, and computer assisted instruction to its training needs.

TRAINING AIDS

A training aid is any item, other than text material and operating equipment used to assist a student in the learning process. It may be used by the instructor or by the student himself.

The Chief of Naval Training budgets for, procures, and provides training aids for all training under his cognizance. This includes all basic and technical training of individual active duty personnel in all military and professional requirements for promotion or advancement, except the technical and professional training of medical and dental personnel.

The Military Sealift Command (MSC) provides training aids for the Merchant Marine Reserve components and for civilian personnel of the Military Sealift Command.

The Marine Corps maintains its own training aids system.

It is important that activities expecting to use training aids anticipate their needs as far in advance as possible and submit their requests to the appropriate source of supply so that funds may be set up in the budget to cover future orders or development of training aids.

The educational services office (or training office) of the individual activity should be the coordinating center where requests are assembled and submitted for the entire ship or station.

Training Films

Training films available to naval personnel are a valuable source of supplementary information on many technical subjects. For example, a selected list of training films that may be useful for the General Military Training Program is given in BUPERSNOTE 1560 of 3 June 1970.

The major listing of training films, however, is the United States Navy Film Catalog, NAVAIR 10-1-777. It provides information on films authorized for use by the Navy and Marine Corps, including films produced by the Navy and those procured from other sources.

The film catalog is maintained by issuance of periodic supplements and is distributed to all ships and stations.

INSTRUCTIONAL TELEVISION

The Navy has experimented with instructional television (ITV) since 1948. At present more than 20 education and training activities have ITV installations. These range in size and complexity from a simple camera/4-receiver unit at the Naval Postgraduate School to one of the largest closed circuit television complexes today — the installation at the Fleet Submarine Training Facility, Pearl Harbor. The types of training conducted include instructor training (playback and critique), personnel interviewing and counseling, electronics instruction, technical training for submarine crews and missile technicians, and instruction in minewarfare and microscopy.

PROGRAMMED INSTRUCTION

A relatively new type of self-study device is called Programmed Instruction or Programmed Learning. It makes use of a package which segments instruction into small portions, tests the student immediately, and when a correct response is made, moves on or directs the student to the next portion to be learned. This technique is very effective for remedial learning and individually paced learning. It is appropriate for shipboard use, as it requires minimal supervision, no instructor, and no set schedule.

Programmed Instruction materials may be as simple as a set of study cards or a single textbook designed to refer the reader to appropriate sections for review when he selects either right or wrong responses to items or they may be as complex as a computer console.

Programmed Instruction materials allow the student to take an active role in the learning process. He advances toward specified goals in prescribed steps (objectives) and can immediately measure his grasp of the material being studied.

Experimental instructional courses in various subjects are being developed for Navy use. Distribution and testing procedures for programmed instructional courses will be promulgated in the List of Training Manuals and Correspondence Courses, NAVPERS 10061, as these courses are developed.

PLUS and CAI

Two related concepts that are being used presently in the Navy and that will probably become more widely used are Computer Assisted Instruction (CAI) and Programmed Learning Under Supervision (PLUS). CAI uses programmed learning materials with more complex equipment such as individual consoles for students who are guided in their study by the computer. PLUS uses programmed materials in a supervised class in which the students can receive individual help from the tutor-instructor.

SUMMARY

To increase the usefulness of the individual to the organization and to provide the climate and career incentives that will attract and retain high caliber personnel, the Navy provides varied educational, training, and self-development opportunities for its officer, enlisted, and civilian personnel.

A wide variety of courses is offered to equip officers for their naval duties and to prepare them to assume greater responsibility. These courses are conducted at naval schools and selected civilian institutions. Naval officers are also sent to schools under the jurisdiction of other military departments and to those known as joint schools. For high command training they may be sent to the Naval War College, National War College, Industrial College of the Armed Forces, and the Armed Forces Staff College; a limited number of civilians also attend these service colleges (as detailed in CMMI 410.10-A). Senior officers may also be assigned to such foreign service colleges as the Royal Navy Staff College, NATO Defense College, and the Spanish Naval War College.

The outline of a typical line officer's professional development pattern emphasizes the fact that throughout his career education and training are a continuous process requiring support from a large number of schools and courses. Descriptions of available courses are published in the Formal Schools Catalog, NAVPERS 91769.

Throughout their careers, staff corps officers are given appropriate training in their specialized duties and specialized training is provided for officers electing, and selected for, such areas as aviation and submarine duties. As appropriate, these officers may be assigned to the aforementioned high level schools for advanced training.

The Navy also provides short courses of special and refresher instruction to meet the needs of the service. Various phases of communications, basic electronics, naval justice, and petroleum products and supply are among the subjects taught at officer special schools.

The Navy's enlisted training program ranges from recruit training to highly specialized technical schooling as required by certain of the higher petty officer rates. It includes training on the job throughout the man's naval career, attendance at service schools of various levels of difficulty, including specialized schools for training in particular skills or techniques, and rate training manuals for self-help in preparing for advancement. Opportunities are also available for the enlisted man to attain commissioned status.

Functional training is provided to instruct both officer and enlisted personnel, often in a group or team situation, in the performance of specialized functions which are not normal to the professional training of officer, or to rating training of enlisted, personnel.

Correspondence courses are also available to both officer and enlisted personnel, with specific courses usually designed for either one or the other.

Courses are available in both military and specialized subjects.

Naval Reserve training is accomplished through two major types of programs — Selected and Special. Within the Selected Reserve there are two categories: Category A, D-Day Increment Augmentation Forces; and Category B, Phased Augmentation Forces. All participants in Selected Reserve training are in the Ready Reserve (USNR-R) and in a drill pay status. Training of Specialist Reserve members is accomplished through such nondrillpay companies as Law and Intelligence and through Naval Reserve Officer Schools (NROS). Enrollment in an NROS is not limited to a particular designator, and members may be in either a Ready or Standby-Active status.

Specific objectives of the Navy's training, development, and career planning program for civilian employees are to promote and maintain high performance levels; provide career programs that will attract, develop, and retain personnel in accordance with staffing requirements; ensure effective manpower utilization; encourage and assist employees in their self-development efforts; and develop personnel to coincide with mission changes. The three major areas of civilian training and development are (1) self-development efforts on the part of the employee, (2) in-service training, and (3) training through non-Government facilities.

The Director of Civilian Manpower Management is responsible for establishing policies and issuing regulations governing the administration of the civilian training program. Training is a line responsibility and the ultimate responsibility for the quality and sufficiency of civilian training lies with management.

CHAPTER 11

OFFICER PERFORMANCE AND EVALUATION

Maintaining personnel performance at a high level is one of the primary functions of personnel administration; the full evaluation of performance is one of the primary responsibilities of command. This includes providing the incentives and recognition that will retain personnel in the organization and motivate them to greater effort. It includes evaluating performance (1) to assist in assignments to duty, (2) to offer guidance and encouragement to junior officers, (3) to provide a management tool, (4) to assist the commanding officer in career counseling, (5) to select for promotion those best fitted for assuming additional responsibility, (6) to determine the need for correction of individual deficiencies, and (7) to eliminate unfit personnel.

The naval officer corps grade structures may be thought of as forming pyramids, with many personnel at the base and successively fewer at each higher level. All cannot reach the top. Personal characteristics and performance are factors in determining whether the individual will be among those selected for promotion or perhaps be considered unfit for retention. Objective and just evaluation is therefore of paramount importance both to the Navy and to the individual officer—to the Navy in ensuring that it obtains the best personnel for jobs of increasing responsibility and that it screens out unfit personnel; and to the individual in ensuring that as he excels in capabilities he is selected to fill vacancies at higher levels.

This chapter stresses the important relationship between performance evaluations reflected in officer fitness reports and an individual's career, indicates the necessity for objectivity and fairness in making evaluations, and describes the general principles of evaluating officer personnel of the Navy. Due to the nearly universal interest of officers in the process of preparing fitness reports and the grave importance of the subject, this chapter discusses the preparation of fitness reports at some length. Because infractions may seriously affect performance of the individual and the group, discipline is also discussed.

ADMINISTRATION OF OFFICERS

The administration of officer personnel in the Armed Forces is governed by statute, with the secretarial level of the military departments the lowest echelon at which important administrative decisions are made concerning officers. The Secretary of the Navy thus is responsible for individual decisions on such matters as officer promotions, discharges, and retirements for physical reasons or retention in limited duty status.

As indicated in chapter 2, administration of officer personnel is closely controlled by Federal laws governing such matters as selection board procedures, requirements for promotion and retirement, and the number of officers who may be appointed annually in each grade. Administrative procedures governing evaluation of officer performance are developed to implement these laws, and conformance with these procedures is necessary at each level to provide proper documentation for high level decisions in compliance with the laws.

The basic requirement for and general regulations governing the submission of reports of fitness on officers are contained in Navy Regulations.

FITNESS REPORTS

Fitness reports constitute the most important part of an officer's record. Providing a qualifying history of his entire naval service, from the date of his first reporting until the date of his detachment, they show the duty he has performed and the manner of its performance, his professional qualifications, commendatory or censorious matter received by him, notation of any disciplinary action taken against him, the general state of his health as it affects his value to the naval service, special qualifications he possesses, and a statement of his personal characteristics.

Fitness reports are decisive in the service career of the individual officer and have an important influence on the efficiency of the entire service. The preparation of these reports is therefore one of the most important and responsible duties of senior officers. All officers however, have a vital interest in understanding how fitness reports are prepared and submitted both because of the effect their own fitness reports have on their careers and in order to properly discharge their responsibilities for the preparation of fitness reports for others. This responsibility may range from that of making comments on officers under their immediate supervision for consideration of the reporting senior to being a senior later in their own careers.

To promote better understanding of fitness reports and selection board procedures, the Bureau of Naval Personnel has two training films dealing with these subjects. The films are:

> "Professional Performance and Promotion, Part I, Barometer of Performance," MN 10822-A, and "Professional Performance and Promotion, Part 2, Selection Board Procedures," MN 10822-B.

Because fitness reports are the primary basis for selecting officers for promotion and assignment to duty, realistic objective evaluations of individual officers are essential. The failure of a reporting senior to appraise and record either outstanding performance or the shortcoming of any officer under his command not only is a grave failure to meet a public trust, it is an injustice to the careers and opportunities of the able and competent.

PERSONAL COPIES OF FITNESS REPORTS

For many years, Navy officers have been encouraged to review their service records at the Bureau of Naval Personnel whenever they are in Washington, D. C. in order to help them assess their overall performance and set realistic personal and professional goals. (And to determine that no extraneous or misfiled materials are in the service record.) They are still encouraged to do so.

Because many Navy officers have lacked the opportunity to visit BUPERS and review their official files, CNO has established a new service so that Navy officers can secure copies of their five most recent fitness reports by mail. However, because of a law that requires such service to be self-supporting, there is a handling charge of $1.50 for each request. To obtain copies of his five most recent fitness reports, an officer sends a written request to BUPERS (Attention: Pers E-24) along with a personal check or money order for $1.50 made out to "Bureau of Naval Personnel."

REPORTING SENIORS

Fitness reports may be submitted by the regular reporting senior, the concurrent reporting senior, or the delegated reporting senior.

Regular Reporting Senior

The regular reporting senior is that officer of the Armed Forces of the United States or its allies or that civilian official of the United States, or his successor, to whom a naval officer has formally reported for duty or temporary duty pursuant to competent orders. If his orders require him to report to more than one person or command for the same period of duty, the first person or command listed, unless otherwise specified, is the regular reporting senior; all others are concurrent reporting seniors. An officer detailed to command by competent authority has precedence over and is the regular reporting senior for all officers who have regularly reported to him regardless of their relative precedence. The regular reporting senior is responsible for ensuring that all aspects of the performance of his subordinates are evaluated and made a matter of record.

Concurrent Reporting Senior

The concurrent reporting senior is any reporting senior other than the regular reporting senior under whose immediate command or control the officer has performed significant duties. It should be noted that the concurrent reporting senior must have higher precedence than the officer reported on, in accordance with Navy Regulation. Whenever an officer performs significant duties under the command or control of any officer who is junior in precedence to him, the officer next senior to the officer reported on in the concurrent chain of command becomes the concurrent reporting senior. The concurrent reporting senior, in this instance, may request observations upon which to base his evaluations from the junior under whose command the duty was performed.

Regular fitness reports are a function of command while concurrent fitness reports reflect performance resulting from working relationships not necessarily in the direct chain of command. These conditions normally exist when an officer is ordered to report additionally to a commander other than his immediate commander for certain aspects of his duties. Operational commanders and area coordinators are typical examples of concurrent reporting seniors.

Delegated Reporting Senior

The delegated reporting senior is that incumbent of a position or office at any echelon of an activity or organization who, upon being nominated by the regular reporting senior, has been authorized by the Chief of Naval Personnel to complete and sign fitness reports for certain personnel of the activity or organization. A delegated reporting senior does not exercise command and does not report on officers senior to himself. Once authority has been delegated to an office to complete fitness reports, the incumbent of that office signs over the title of his own office rather than that of the senior who made the delegation, and continues to complete fitness reports unless the authority is specifically revoked by the regular reporting senior or the Chief of Naval Personnel. The fitness reports on officers in command or in charge of duly constituted and established naval activities should in all cases be signed by the immediate superiors in command to whom such officers have been directed to report for duty in their basic orders. It is not appropriate to delegate the ultimate responsibility and signature on such fitness reports to staff officers or other subordinates. As the single exception to this policy, fitness reports on such officers in command or in charge who report to members of the Executive Administration of the Navy Department may be completed and signed by delegated flag officers. A delegated reporting senior cites the authority for his delegation along with his title in the appropriate section of the report form.

TYPES OF FITNESS REPORTS

There are four types of fitness reports, regular, concurrent, regular/concurrent, and special. All fitness reports are filed chronologically in an officer's record and have relative merit according to their content.

Regular Fitness Report

A regular fitness report is one which is completed annually (or semiannually, as appropriate) or upon the detachment of the officer or the regular reporting senior (or delegated reporting senior) for every officer who has reported for duty, temporary duty, duty/temporary duty under treatment, duty/temporary duty under instruction, or active duty for training.

The grade in which an officer is serving on the due date for a periodic report determines the date the report should be submitted. In instances where an officer's promotion is effected after the due date for the senior grade and normal submission would result in a reporting period of more than a year, a periodic report should be submitted at the end of the month in which his promotion is effected.

The continuity of each officer's performance record is maintained through his regular fitness reports; accordingly, regular reports must cover all periods from initial reporting to first duty station as an officer to last detachment or death. (The initial report at each duty station includes that period considered as leave and travel from the previous duty station.)

Concurrent Fitness Report

A concurrent fitness report is one which is completed by any reporting senior, other than the regular reporting senior, under whose immediate command or control the officer has performed significant duties. Such reports are forwarded via the regular reporting senior for signature in order that he may be kept informed regarding this aspect of the performance of the officer assigned to him for duty.

(The regular reporting senior's signature on the concurrent fitness report indicates merely that he has seen the report. It in no way denotes concurrence or nonconcurrence on the part of the regular reporting senior (unless he has modified the type of report by checking the appropriate section to made the report a regular/concurrent one) since the regular report to be submitted by him contains his evaluation of the officer concerned. However, Navy Regulations permits the regular reporting senior to forward such a report with appended comment if he so wishes. No comment may be made, however, on a concurrent report which evaluates an officer's performance as a military judge.)

Concurrent reports are considered desirable when the officer cannot be observed over an extended period of time by his regular reporting senior, or when he is under the operational or area coordination control of another commander. Concurrent reports resulting from operational relationships are frequently the most important reports in an officer's record. Whenever a concurrent working relationship is for an extended duration or when delay until normal termination of the relationship would deprive a selection board of a meaningful evaluation, periodic concurrent reports should be submitted promptly via the regular reporting senior.

Concurrent reports may be requested from other commands to assist in completing regular reports. Normally, concurrent reports should be completed on Report on the Fitness of Officers in order to provide better correlation with other reports of fitness in the officer's record. However, reports covering brief periods or single incidents may be made in letter form to the Chief of Naval Personnel via the regular reporting senior. The submission of concurrent reports does not alter the requirement that regular reports cover all periods.

Regular/Concurrent Fitness Report

In instances where all aspects of an officer's performance have been adequately covered in a concurrent report and the regular reporting senior has no meaningful evaluation to contribute, the regular reporting senior may check and initial the "regular" box in addition to signing the report, thus satisfying the requirement that all periods be covered by regular reports. The regular reporting senior should ensure that the continuity of each subordinate's performance record is maintained through the period reflected in the date blocks of the fitness report form.

Special Fitness Report

Reporting seniors are directed to ensure strict compliance with Navy Regulations in submitting special reports of fitness. Navy Regulations limits the submission of such reports to those occasions when an officer (1) distinguishes himself in battle; (2) performs an outstanding act of valor or devotion to duty; (3) displays extraordinary courage, ability, or resource in time of peril or great responsibility; or (4) is guilty of serious misconduct or marked inefficiency. In addition, special reports may be requested by the Chief of Naval Personnel from time to time to meet specific needs of the Naval Service. Therefore, sustained outstanding performance over an extended period of time normally would not be the subject of a special report; rather, such performance should be routinely reported in the regular or concurrent report covering this period. Where the circumstances involved do not fall within the described categories and the reporting senior desires to supplement a routine report he has previously submitted, he may submit a supplemental letter which will be added to and made a part of the earlier report. In the event that a special report is originated by an officer other than the regular reporting senior, it is forwarded via the regular senior in the same manner as is a concurrent report.

FITNESS REPORT FORMS

The content and layout of the current basic form, Report on the Fitness of Officers, have evolved through a number of changes, and safeguards have been written into it to make it as objective as possible. In essence the report seeks to obtain the reporting senior's opinion of the characteristics of the officer reported on, both as an individual considered separately and as a member of a group having comparable age, status, and experience.

Other forms used for fitness reports include the following:

- The Endorsement on Report on the Fitness of Officers (fig. 11-1) is utilized in each instance where an officer is nominated for accelerated promotion ahead of his year group, and his reporting senior is not a flag (or general) officer; the endorsement form is used to forward the fitness report via the endorsing senior (i.e., the reporting senior's regular reporting senior). Additionally, when a captain is reported on by other than a flag (or general) officer regardless of whether he is nominated for accelerated promotion, the endorsement form is used to forward the fitness report to the first flag (or general) officer in the reporting senior's chain of command for endorsement. Exemptions to this endorsement procedure are explained in BUPERSINST 1611.12.

- Report on the Fitness of Flag Officers, NAVPERS 1611/2 (7-69) (formerly NAVPERS 310A), is used for reports of fitness on flag officers.

- Report on the Fitness of Naval Reserve Officers on Inactive Duty, NAVPERS 1611/3, is used for reports on Reserve officers who are not serving on active duty. (Reports covering the performance of Reserve officers on Active Duty for Training are made on the same form used for officers on full-time active duty, as outlined in BUPERSINST 1611.12.)

Detailed instructions for completion and submission of fitness reports are given in BUPERSINST 1611.12; instructions for the submission of reports for flag officers on NAVPERS 1611/2 are given in BUPERSINST 1611.13 and are not discussed in this text.

Instructions relative to the submission of the Report on the Fitness of Naval Reserve Officers on Inactive Duty, NAVPERS 1611/3 (for officers participating in drilling programs including training support billets or under appropriate duty orders), are given in BUPERS Instruction 1611.15.

SUBMISSION DATES

Periodic reports on the fitness of officers are submitted on all officers (excepting TAR officers) for the periods ending on the dates shown below for the different grades:

GRADE	DUE DATE (Last Day Of)
Flag Officers	September
Captains	February
Commanders	March
Lieutenant Commanders	April
Lieutenants	June
Lieutenants (j.g.)	February and August
Ensigns and WO W-1	January and July
CWO W-2, W-3, and W-4	November

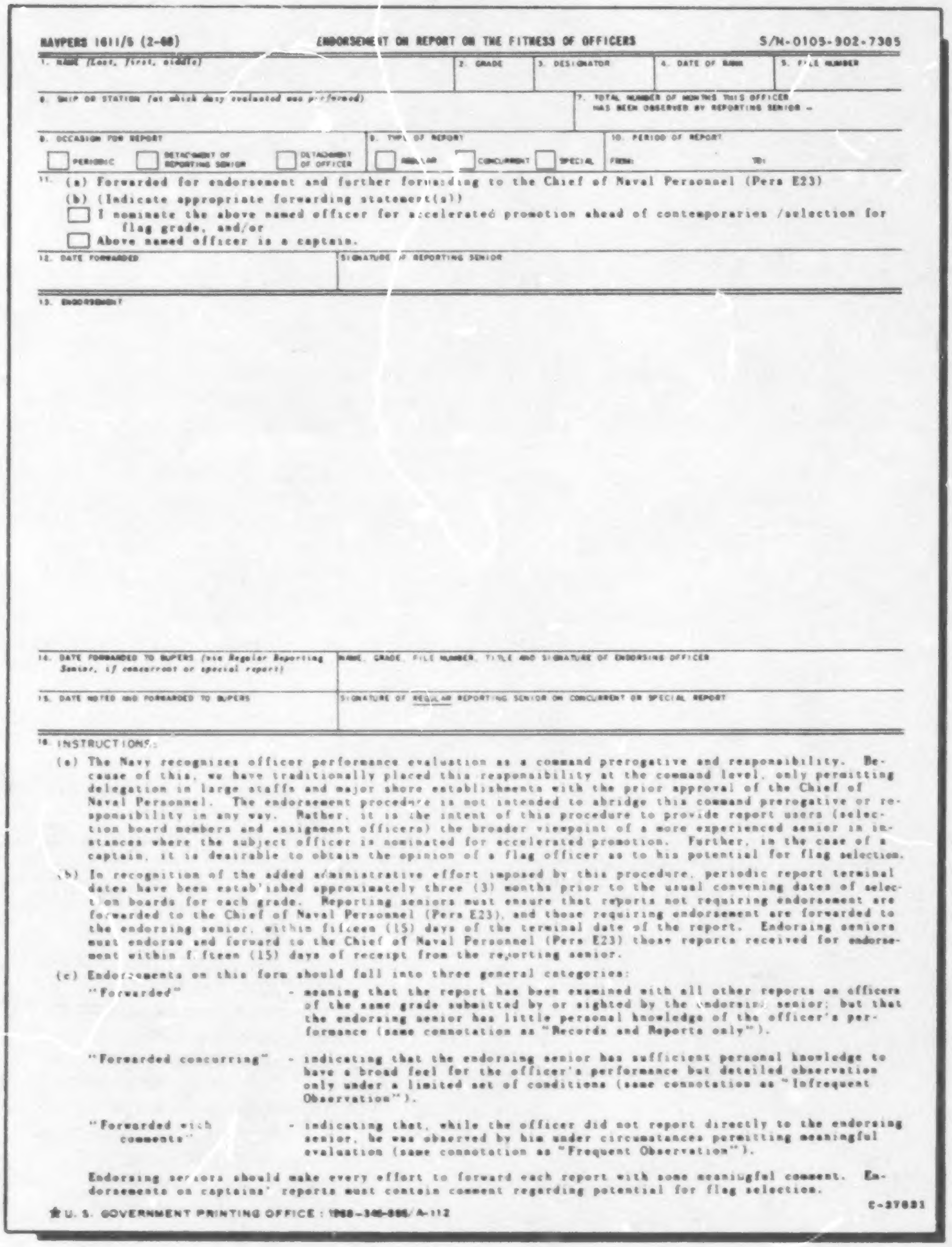
TAR (Training and Administration of Naval Reserve) officers on extended active duty are considered for promotion by inactive duty selection boards, the periodic reports for TAR officers are due as follows:

GRADE	DUE DATE (Last Day Of)
Flag Officers and Captains	September
Commanders and Lieutenant Commanders	October
Lieutenants and junior	December

(Submission dates are prescribed by BUPERS Directives in the 1611 series and may be changed as necessary to conform with user needs.)

The assigned submission dates are approximately 3 months prior to the usual convening dates of applicable selection boards and are intended to give each board the benefit of the latest performance information in each instance. Because submission dates are so closely geared to selection board convening dates, a delay in submission of reports may preclude their receipt in time to permit review, analysis, and insertion in individual records before the board convenes.

The more frequent submission of reports for junior officers is necessary to accelerate the development of record information, to facilitate closer supervision of these officers, to



NAVPERS 1611/5 (2-68) **ENDORSEMENT ON REPORT ON THE FITNESS OF OFFICERS** S/N-0105-902-7385

1. NAME *(Last, first, middle)*	2. GRADE	3. DESIGNATOR	4. DATE OF RANK	5. FILE NUMBER

6. SHIP OR STATION *(at which duty evaluated was performed)*	7. TOTAL NUMBER OF MONTHS THIS OFFICER HAS BEEN OBSERVED BY REPORTING SENIOR —

8. OCCASION FOR REPORT ☐ PERIODIC ☐ DETACHMENT OF REPORTING SENIOR ☐ DETACHMENT OF OFFICER	9. TYPE OF REPORT ☐ REGULAR ☐ CONCURRENT ☐ SPECIAL	10. PERIOD OF REPORT FROM: TO:

11. (a) Forwarded for endorsement and further forwarding to the Chief of Naval Personnel (Pers E23)

(b) (Indicate appropriate forwarding statement(s))

☐ I nominate the above named officer for accelerated promotion ahead of contemporaries /selection for flag grade, and/or

☐ Above named officer is a captain.

12. DATE FORWARDED	SIGNATURE OF REPORTING SENIOR

13. ENDORSEMENT

14. DATE FORWARDED TO BUPERS *(via Regular Reporting Senior, if concurrent or special report)*	NAME, GRADE, FILE NUMBER, TITLE AND SIGNATURE OF ENDORSING OFFICER
15. DATE NOTED AND FORWARDED TO BUPERS	SIGNATURE OF REGULAR REPORTING SENIOR ON CONCURRENT OR SPECIAL REPORT

16. INSTRUCTIONS:

(a) The Navy recognizes officer performance evaluation as a command prerogative and responsibility. Because of this, we have traditionally placed this responsibility at the command level, only permitting delegation in large staffs and major shore establishments with the prior approval of the Chief of Naval Personnel. The endorsement procedure is not intended to abridge this command prerogative or responsibility in any way. Rather, it is the intent of this procedure to provide report users (selection board members and assignment officers) the broader viewpoint of a more experienced senior in instances where the subject officer is nominated for accelerated promotion. Further, in the case of a captain, it is desirable to obtain the opinion of a flag officer as to his potential for flag selection.

(b) In recognition of the added administrative effort imposed by this procedure, periodic report terminal dates have been established approximately three (3) months prior to the usual convening dates of selection boards for each grade. Reporting seniors must ensure that reports not requiring endorsement are forwarded to the Chief of Naval Personnel (Pers E23), and those requiring endorsement are forwarded to the endorsing senior, within fifteen (15) days of the terminal date of the report. Endorsing seniors must endorse and forward to the Chief of Naval Personnel (Pers E23) those reports received for endorsement within fifteen (15) days of receipt from the reporting senior.

(c) Endorsements on this form should fall into three general categories:

"Forwarded"	- meaning that the report has been examined with all other reports on officers of the same grade submitted by or sighted by the endorsing senior; but that the endorsing senior has little personal knowledge of the officer's performance (same connotation as "Records and Reports only").
"Forwarded concurring"	- indicating that the endorsing senior has sufficient personal knowledge to have a broad feel for the officer's performance but detailed observation only under a limited set of conditions (same connotation as "Infrequent Observation").
"Forwarded with comments"	- indicating that, while the officer did not report directly to the endorsing senior, he was observed by him under circumstances permitting meaningful evaluation (same connotation as "Frequent Observation").

Endorsing seniors should make every effort to forward each report with some meaningful comment. Endorsements on captains' reports must contain comment regarding potential for flag selection.

★ U. S. GOVERNMENT PRINTING OFFICE : 1968—346-886/A-112

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21.47.3

Figure 11-1. — Endorsement on the Fitness of Officers, NavPers 1611/5.

provide counseling and discussion as an opportunity to motivate and encourage junior officers, and to provide a basis for consideration for postgraduate schooling and other training.

Fitness reports on officers ordered to duty under instruction are submitted upon completion of the course of instruction. In instances where the course of instruction exceeds a year, a regular periodic report is submitted at the end of each academic year as well as upon detachment of the officer. In instances where the course of instruction is so brief and the general circumstances are such as to provide no basis for individual evaluation, an entry of "under instruction" is acceptable; however, in all instances the comment section is to contain at least a description of the content of the course of instruction. Long term school reports (3 months or more) are to contain comments regarding displayed potential in the professional area of the curriculum studied.

A regular or concurrent detachment report is submitted upon the permanent detachment (or death, confirmed missing or POW status)—for all Regular or Reserve Officers. Regular fitness reports are submitted for officers upon detachment from active duty for training.

To avoid unnecessary submission of reports of fitness for brief periods and to facilitate the administration of the fitness report system, prescribed periodic reporting periods may be modified as indicated in BUPERSINST 1611.12. For example, a reporting senior may extend a periodic report for a maximum of 60 days (on either end of the period involved, or a combination thereof) when the officer reported on or the reporting senior reports for duty before, or is detached after, the period to be extended. A reporting senior may not extend a reporting period, however, if by so doing he will deprive a selection board of recent performance information on an officer under consideration for promotion. Inasmuch as the fitness report reflects a continuing relationship between two individuals, obviously a reporting senior may not extend a report submitted by his predecessor.

RESPONSIBILITY FOR SUBMISSION

Keeping the record of an officer complete in all respects requires prompt submission of fitness reports. Responsibility for their timely preparation and submission is shared by the officer reported on and his reporting senior—the former for submitting his worksheet at the proper time to his reporting senior, and the latter for completing and forwarding it to the Chief of Naval Personnel as expeditiously as practicable. So important are timeliness and accuracy that workload and other pressures are not considered valid reasons for failure to meet time and accuracy standards.

The responsibility for the submission of fitness reports is discussed in the following sections.

Officer Reported On

The officer reported on is responsible for completing identification sections and the receipt form and submitting the form to the reporting senior sufficiently in advance of the submission date to enable the reporting senior to complete and forward each report on the date specified. He may submit with the form any material he wishes to be considered for inclusion in the report; inclusion of such material in the report is a matter of judgment for the reporting senior.

The form submitted by the officer being reported on is used as a working copy or worksheet for the reporting senior's personal file. He should retain the working copy for his own reference and for use in the event that the original is lost or destroyed in transit. A final copy is typed from the completed working copy; this is the "original" form submitted to the Chief of Naval Personnel. A DUPLICATE COPY of all fitness reports accrued since reporting to the command is provided to each officer in the grade of lieutenant and below upon his detachment in accordance with BUPERSINST 1611.12.

Fitness reports in an officer's record should account for all of his time in a duty status, every duty he has been assigned, and his degree of qualification in each. It is the individual officer's responsibility to see that the record is complete—that every period of active duty is covered by a fitness report.

(To enable the individual officer to verify that a concurrent fitness report has been received in the Bureau of Naval Personnel, the receipt form section is dated and detached at the Bureau and returned to the officer for his personal records. The tear-off receipt is detached from the fitness report form (except for concurrent reports) before the form is mailed to BUPERS and given to the individual by the preparing command. By checking the periods covered by the fitness reports on the various receipts, he can determine whether each period has in fact been covered by a fitness report. A copy of each fitness report prepared after July 1970 on an officer in the grade of lieutenant or below is to be provided to the officer upon detachment for his personal files as previously described.)

Reporting Senior

Subject to the rules of precedence set forth in Navy Regulations, it is the responsibility of the reporting senior to complete and submit promptly, reports of fitness on officers who have reported to him for duty pursuant to orders on directives of competent authority.

The reporting senior is responsible for making a determined effort to mark officer fitness reports objectively, avoiding any tendency which might allow general impressions, a single incident, or a particular trait, characteristic, or quality to influence other marks. He must ensure that realistic marks are assigned officers whose performance of duty has been manifestly unsatisfactory. Impersonally prepared fitness reports containing clear and concise statements of fact best serve all immediate interests. Such reports are most helpful to future selection boards in determining not only whether the officer is best fitted for promotion but also whether his reports and other records require that his name be reported as one whose performance in his present grade is unsatisfactory.

In instances when a reporting senior is uncertain as to the appropriate evaluation in any rating area, he should mark the "Not Observed" block rather than arbitrarily assign a "middle-of-the-road" mark on the assumption that a subsequent comprehensive report will rectify any possible injustice. Reporting seniors should also avoid the practice of marking an officer somewhat lower than he deserves in order to reflect improved performance in subsequent reports. Either of these malpractices could result in faulty selection or assignment actions prior to being remedied by a later report. Each report submitted is not only a situational one, reporting something of consequence at the moment, but becomes a part of the officer's permanent record which will be used to evaluate his performance and future potential in terms of value to the Navy for the full term of his career.

Commanding officers usually require executive officers and heads of departments to report to them on the performance of officers serving under their supervision, perhaps by submitting rough worksheets. This practice is encouraged; however all such reports are for the personal use of the commanding officer in making his report on the fitness of officers under his command and are not to be forwarded to the Chief of Naval Personnel or shown to or left for the reporting senior's successor.

Because the preparation of fitness reports is an important responsibility which any officer may be called upon to fulfill at any stage of his career, commanding officers are encouraged to show department heads and the executive officer the approved worksheets of any fitness reports that they may have originally drafted, reviewed, or changed. Following such a procedure serves as a training technique to help develop their skill in writing fitness reports.

If a subordinate has performed significant duties or services for another command and the commanding officer has not sighted a concurrent report from the other command, then unless he is fully cognizant of how the officer performed his duties, he should consider requesting that a concurrent report be submitted via him since he is responsible for the submission of complete and accurate fitness reports.

Because the reporting senior is the originator of a major portion of material significant to the officer's future, he has particular responsibility for complying with the provisions of Navy Regulations which prohibit inclusion in an officer's record of any adverse matter without giving the officer an opportunity to make a statement concerning it.

Normally, when an officer's record is being reviewed at the Bureau of Naval Personnel, if material is found that is considered by the Bureau to be adverse, the officer is contacted and asked to make a statement in his behalf. The officer being reported on also has the right to respond to anything written about him that he considers adverse. The response is submitted via his reporting senior for inclusion in his official record.

MANAGEMENT BY OBJECTIVES

Management by objectives entails defining goals or objectives to be obtained and measuring progress in terms of meeting the goals that were set. In order to foster a concept of "management by objectives," reporting seniors should seek to establish with each subordinate mutually understood, finite objectives for which the subordinate is to be held accountable. Subsequent fitness reports should then contain comment upon the degree of attainment.

As a manager of naval officers, the reporting senior should be especially attuned to the necessity of communicating his ideas and objectives to his subordinates. This is necessary for the obvious reason of accomplishing an assigned task in the best manner possible. From a management standpoint, it is also necessary to ensure that those personnel carrying out another's orders have the stimulus and satisfaction of meeting an objective that is mutually understood by both the subordinate and his superior.

As the Assistant Secretary of Defense for Manpower and Reserve Affairs said, "By getting to know each person as an individual we can then recognize his personal needs, aspirations and capabilities — and translate these into the work assigned and the performance expected." While this statement has a broader application to the management of civilian personnel than it does to the management of military personnel, it still contains a noteworthy message for the military manager.

In exploring the ways in which a satisfying work relationship can be developed, using management by objectives, the reporting senior should endeavor to provide each officer under him with the following:

1. A clear definition of the manager's interpretation of the job.
2. Challenging and attainable work objectives. They should be specific, measured, time oriented, and mutually understood.
3. Counseling and encouragement in meeting the set objectives.
4. And finally, and perhaps most important, an opportunity to review work progress so that each person knows he is being measured not by vague personal criticism but rather in terms of how well he actually is performing in attaining the work objectives set for him.

ACCUMULATION OF PRELIMINARY DATA

Let us suppose that you have assumed command of a small unit or ship and are a beginning reporting senior (or a relatively inexperienced one). Henceforth you will be responsible for preparing fitness reports for the officers under your command. How should you begin preparing to meet your responsibilities as a reporting senior?

In your consideration of how to prepare adequate fitness reports, a logical first question is: "When should I begin?" The proper answer to this question is: "As soon as you report for duty as reporting senior or as soon as an officer reports to you as his reporting senior." You might ask: "How do I prepare for fitness reports so far in advance — a year in some instances?" There are a number of valid approaches; however, the one discussed here should certainly result in adequate fitness reports.

- Establish a file with a separate folder for each officer for whom you are reporting senior — regular or concurrent.
- During the course of normal routine, accumulate in these folders copies of letters, messages, as well as notes, on any matter pertinent to the performance or qualifications of each officer in order to facilitate recall when reports are due.
- At regular intervals during a reporting period (at least once each month), make the opportunity to write a brief, descriptive, narrative evaluation of each officer's performance to date. If while doing this, you "draw a blank" regarding some particular officer, here is a clear-cut indication of the need for closer guidance or leadership on your part. Take steps to ensure that you can describe this officer's performance the next time you take a "fix" on your subordinates. Save these narratives — they'll become the basis for your comments on the report to follow.
- In accumulating data on each officer, give particular emphasis to the attainment of specific qualifications — no matter how minor. The attainment of many minor qualifications is the primary matter upon which a junior officer's report is based. Never be guilty of reporting general qualifications and assuming that the subsequent record user is fully cognizant of what these general qualifications encompass.

- As the due date for report submission approaches, make the opportunity to reflect upon the accomplishments of the command during the period involved. What problems were encountered? Has operational readiness improved or declined? Have all commitments been met, and in timely fashion? What were the results of various inspections and intra-unit competitions? How has the training program developed? After you have listed every factor you can call to mind bearing upon the performance of the command, put officers' names to each. Did some one of your subordinates make material contribution to some one of these? Perhaps one caused you to fail to meet some commitment. Make notes for the folders of the officers involved.

- Give thought to the instances where some subordinate may have performed significant duties or services for another command. If so, have you sighted a concurrent report from the other command or are you fully cognizant of how he performed these duties; if not, perhaps you should request that a concurrent report be submitted via you. Remember that each officer ordered to report to you for duty (or temporary duty) is your man and ensuring the full and complete evaluation of all aspects of his performance is your command responsibility.

- It is frequently desirable to require your principal subordinates (executive officer and department heads) to take part in this procedure and also to submit rough worksheets on their subordinates for your consideration.

- An additional procedure you may find of great benefit, particularly if you have not found it possible to systematically accumulate sufficient information, is to require each subordinate to give you a narrative summary of his performance during the period involved. Ask him to note any factors he thinks should be considered in evaluating his performance and attainments. This procedure should serve to jog your memory regarding significant happenings occurring early in the period which you may have overlooked and also serves to give each officer the opportunity to evaluate himself and call to your attention whatever he considers important regarding his performance.

DEVELOPMENT OF REPORT

Prior to the scheduled submission date for his fitness report, see that each officer due to be reported on is given a fitness report form to use as a worksheet on which to complete identification sections and the receipt form. (In practice, these forms are usually completed by personnel in the CO's office and checked by the officer.)

After the officer being reported on has completed, or checked, the identification sections and the receipt form, he returns the worksheet (or working copy) to you as the reporting senior.

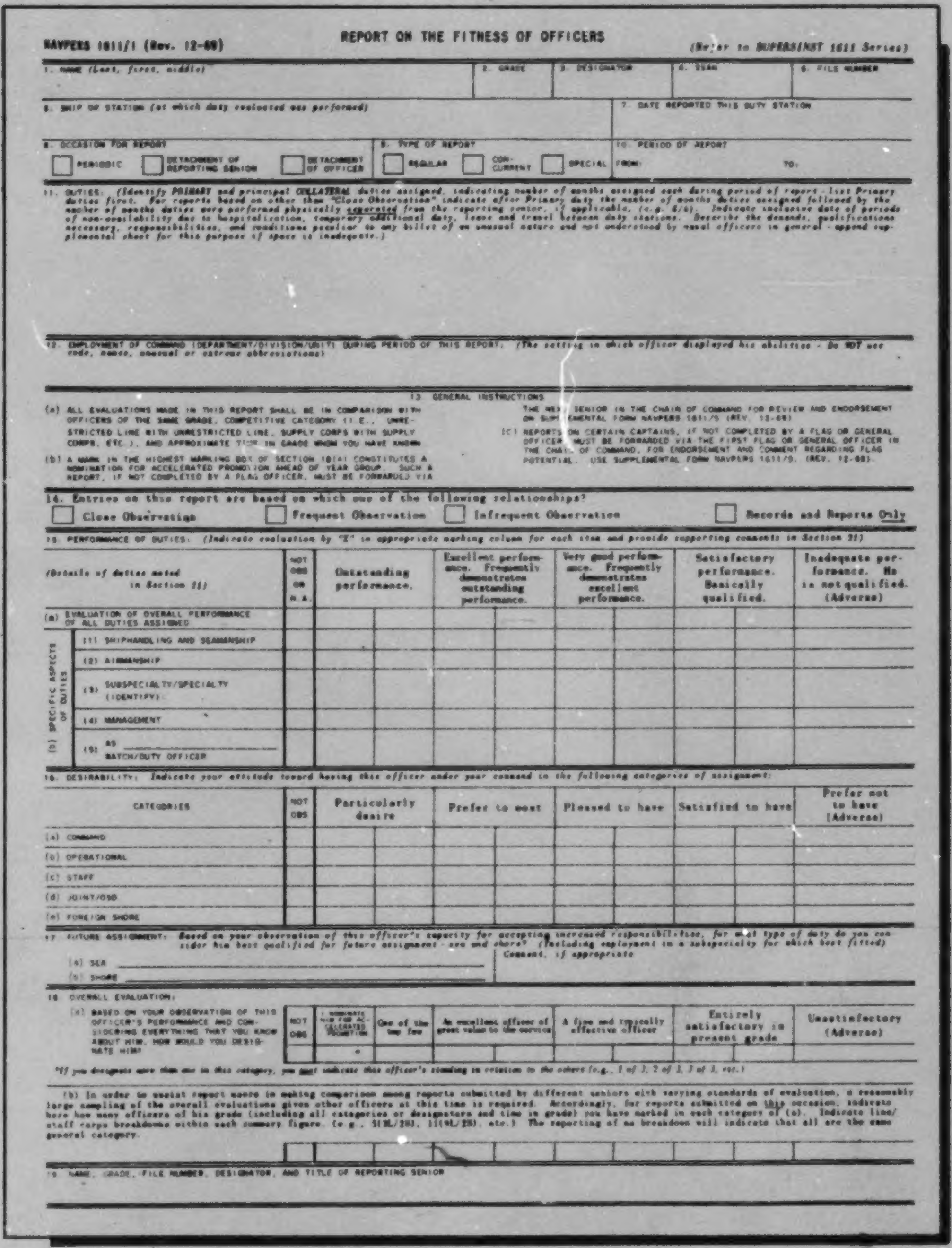
Having periodically accumulated data for use in the fitness reports of the officers under your command, you now have the detailed data needed to begin developing these reports. Before beginning to develop your reports, review the form to be used, the guidance printed on it, and review all BUPERS Instructions and Notices in the 1611 series so as to refresh your memory regarding all specific requirements for fitness reports.

Next, pull the information folders for all officers on whom reports are to be prepared. Review the information contained in each folder. Combine and edit the narrative evaluations you've made at earlier dates, adding pertinent comments regarding each officer's performance since your last narrative evaluation. Review again the information you've accumulated regarding the performance of the command and add pertinent information to the individual evaluations.

Now turn to the form and begin development of your worksheets, using the suggestions offered in the following sections that are appropriate to the specific circumstances or case.

Identification Sections

Follow carefully the guidance given on the form in completing the identification sections. Verify file number and Social Security Number before submitting each report. Be sure that the opening date maintains continuity with the last report submitted on the officer. (Many commands overlook the requirement that the period of leave and travel between duty stations must be included in the initial report from the new duty station.) See figure 11-2.



NAVPERS 1611/1 (Rev. 12-68)

REPORT ON THE FITNESS OF OFFICERS

(Refer to BUPERSINST 1611 Series)

1. NAME (Last, first, middle)	2. GRADE	3. DESIGNATOR	4. SSAN	5. FILE NUMBER

6. SHIP OR STATION (at which duty evaluated was performed)	7. DATE REPORTED THIS DUTY STATION

8. OCCASION FOR REPORT ☐ PERIODIC ☐ DETACHMENT OF REPORTING SENIOR ☐ DETACHMENT OF OFFICER	9. TYPE OF REPORT ☐ REGULAR ☐ CONCURRENT ☐ SPECIAL	10. PERIOD OF REPORT FROM: TO:

11. DUTIES: (Identify PRIMARY and principal COLLATERAL duties assigned, indicating number of months assigned each during period of report - list Primary duties first. For reports based on other than "Close Observation" indicate after Primary duty the number of months duties assigned followed by the number of months duties were performed physically separated from the reporting senior, if applicable, (e.g. 6/4). Indicate inclusive date of periods of non-availability due to hospitalization, temporary additional duty, leave and travel between duty stations. Describe the demands, qualifications necessary, responsibilities, and conditions peculiar to any billet of an unusual nature and not understood by naval officers in general - append supplemental sheet for this purpose if space is inadequate.)

12. EMPLOYMENT OF COMMAND (DEPARTMENT/DIVISION/UNIT) DURING PERIOD OF THIS REPORT. (The setting in which officer displayed his abilities - Do NOT use code, names, unusual or extreme abbreviations)

13. GENERAL INSTRUCTIONS

(a) ALL EVALUATIONS MADE IN THIS REPORT SHALL BE IN COMPARISON WITH OFFICERS OF THE SAME GRADE, COMPETITIVE CATEGORY (I.E., UNRESTRICTED LINE WITH UNRESTRICTED LINE, SUPPLY CORPS WITH SUPPLY CORPS, ETC.), AND APPROXIMATE TIME IN GRADE WHOM YOU HAVE KNOWN

(b) A MARK IN THE HIGHEST MARKING BOX OF SECTION 18(A) CONSTITUTES A NOMINATION FOR ACCELERATED PROMOTION AHEAD OF YEAR GROUP. SUCH A REPORT, IF NOT COMPLETED BY A FLAG OFFICER, MUST BE FORWARDED VIA THE NEXT SENIOR IN THE CHAIN OF COMMAND FOR REVIEW AND ENDORSEMENT ON SUPPLEMENTAL FORM NAVPERS 1611/5 (REV. 12-68)

(C) REPORTS ON CERTAIN CAPTAINS, IF NOT COMPLETED BY A FLAG OR GENERAL OFFICER, MUST BE FORWARDED VIA THE FIRST FLAG OR GENERAL OFFICER IN THE CHAIN OF COMMAND, FOR ENDORSEMENT AND COMMENT REGARDING FLAG POTENTIAL. USE SUPPLEMENTAL FORM NAVPERS 1611/5. (REV. 12-68).

14. Entries on this report are based on which one of the following relationships?

☐ Close Observation ☐ Frequent Observation ☐ Infrequent Observation ☐ Records and Reports Only

15. PERFORMANCE OF DUTIES: (Indicate evaluation by "X" in appropriate marking column for each item and provide supporting comments in Section 21)

(Details of duties noted in Section 21)		NOT OBS OR N.A.	Outstanding performance.		Excellent performance. Frequently demonstrates outstanding performance.		Very good performance. Frequently demonstrates excellent performance.		Satisfactory performance. Basically qualified.		Inadequate performance. He is not qualified. (Adverse)
(a) EVALUATION OF OVERALL PERFORMANCE OF ALL DUTIES ASSIGNED											
(b) SPECIFIC ASPECTS OF DUTIES	(1) SHIPHANDLING AND SEAMANSHIP										
	(2) AIRMANSHIP										
	(3) SUBSPECIALTY/SPECIALTY (IDENTIFY):										
	(4) MANAGEMENT										
	(5) AS ______ WATCH/DUTY OFFICER										

16. DESIRABILITY: Indicate your attitude toward having this officer under your command in the following categories of assignment:

CATEGORIES	NOT OBS	Particularly desire		Prefer to most		Pleased to have		Satisfied to have		Prefer not to have (Adverse)
(a) COMMAND										
(b) OPERATIONAL										
(c) STAFF										
(d) JOINT/OSD										
(e) FOREIGN SHORE										

17. FUTURE ASSIGNMENT: Based on your observation of this officer's capacity for accepting increased responsibilities, for what type of duty do you consider him best qualified for future assignment - sea and shore? (Including employment in a subspecialty for which best fitted)

(a) SEA ______

(b) SHORE ______

Comment, if appropriate

18. OVERALL EVALUATION:

(a) BASED ON YOUR OBSERVATION OF THIS OFFICER'S PERFORMANCE AND CONSIDERING EVERYTHING THAT YOU KNOW ABOUT HIM, HOW WOULD YOU DESIGNATE HIM?	NOT OBS	I NOMINATE HIM FOR ACCELERATED PROMOTION	One of the top few	An excellent officer of great value to the service		A fine and typically effective officer		Entirely satisfactory in present grade		Unsatisfactory (Adverse)
		*								

*If you designate more than one in this category, you must indicate this officer's standing in relation to the others (e.g., 1 of 3, 2 of 3, 3 of 3, etc.)

(b) In order to assist report users in making comparison among reports submitted by different seniors with varying standards of evaluation, a reasonably large sampling of the overall evaluations given other officers at this time is required. Accordingly, for reports submitted on this occasion, indicate here how many officers of his grade (including all categories or designators and time in grade) you have marked in each category of (a). Indicate line/staff corps breakdowns within each summary figure. (e.g., 5(3L/2S), 11(9L/2S), etc.) The reporting of no breakdown will indicate that all are the same general category.

19. NAME, GRADE, FILE NUMBER, DESIGNATOR, AND TITLE OF REPORTING SENIOR

21.47.1

Figure 11-2.—Report on the Fitness of Officers, NavPers 1611/1 (Front).

Duties Section

Make certain that all duties are properly reflected. Note any part of the period indicated in the "duties" block during which the subject officer was not under your observation due to leave and travel between duty stations, hospitalization, or temporary additional duty.

Employment Of Command

Complete the "Employment of Command" with a clear-cut statement of the setting or circumstances under which the officer performed the duties you're evaluating. This section tells the user of the setting or circumstances in which the officer had the opportunity to display his abilities. Employment of command is usually adequate for operating units, however, large staffs and shore establishments should indicate here the employment of subject officer's department, division, or unit so as to make this section more meaningful. Do not use codes or nicknames for exercises, or unusual and extreme abbreviations here. Such shortcuts do not communicate effectively to users in general and particularly to those using the record years in the future.

Documenting Combat Duty

The true test of an officer is made when he must perform under the pressures of a combat environment. In order that appropriate recognition may be afforded to this type of duty, it was determined that any officer who qualifies for hostile fire pay, should also have a special entry in his fitness report for the period involved. In addition, those officers who have received hostile fire pay prior to 1 March 1971 may ensure that such combat service is reflected in their official record by submitting an affidavit. These entries in the official record, as announced by NAVOP 250106Z February 1971, will readily identify to promotion boards and other record users, those officers who have served in a combat area.

As announced by NAVOP 250106Z February 1971, the "Employment of Command" section is also to be used to record COMBAT DUTY pending the revision of BUPERSINST 1611.12B and the Report on the Fitness of Officers (NAVPERS 1611/1).

The number of days during the reporting period that the officer reported on served in a combat zone and was eligible for hostile fire pay is to be recorded as the last entry in the "Employment of Command" section of the Report on the Fitness of Officers: e.g., "COMBAT 73 DAYS."

Documenting Prior Combat Duty. — Those officers who have received hostile fire pay in the past and wish to enter the fact in their official record may submit an affidavit stating full name, Navy Personnel identification (file/social security) number, dates and places where the hostile fire pay was received, and the command to which assigned at the time. The affidavit must be executed before an officer authorized to administer oaths and forwarded direct to the Chief of Naval Personnel (Pers-E221). The Chief of Naval Personnel will accept the affidavit without acknowledgement and file it in the record of the officer concerned.

General Instructions

Study the general instructions section which gives the specific basis for all evaluative marks to be made in the following sections and therefore must be clearly understood before attempting to complete the form. (In making evaluations on the report of fitness form do not use numerical marks. Only X's or check marks should be used to indicate evaluations. In order to preclude misinterpretation, each marking area must contain a significant mark or a mark in the "Not Observed" box.) See figure 11-2.

Closeness Of Relationship

Determine the closeness of the observation upon which the report is based and check the appropriate box. The section does not necessarily refer to the physical relationship of the subject officer and the signer of the report. If the report has been developed through the coordinated efforts of the department head, the executive officer, and the commanding officer, it would usually be checked as "Close Observation" or "Frequent Observation" even though the commanding officer might see the subject officer only once a week or less. To mark such a report otherwise would tend to mislead the user and discredit the comprehensive nature of a detailed report.

A report based on "Infrequent Observation" or "Records and Reports Only" should not normally be as detailed and comprehensive as those based upon closer observation. It is assumed that the first three bases for evaluation include consideration of records and reports; accordingly, the latter box should be checked only when this is the sole basis for the evaluation. In instances where a "regular" report is submitted based on "Records and Reports Only" and a concurrent report based on closer observation has not been submitted, the circumstances involved in this unusual situation should be fully explained.

Performance Of Duties

Referring to your narrative evaluation and comparing the officer with the mental image you have of the standard he should measure up to, determine the appropriate mark to assign in each of the marking areas. If you are uncertain as to your ability to evaluate the officer in any area, assign a "not observed" mark rather than an arbitrary "middle-of-the-road" evaluation. Except for an extremely brief period or most unusual circumstance, you must always be able to assign an evaluation in "Overall Performance."

The descriptive statements above the marking area define the rating scale and are subdivided into two marking boxes consistent with the high and low direction of each category. (See fig. 11-2.)

Subsection (a).—The mark assigned in subsection a is the cardinal mark in this section and represents the overall performance of all duties indicated in the duties block.

Subsection (b).—Marks are assigned in subsection b for specific aspects of duties—or such areas of proficiency as Shiphandling and Seamanship, Airmanship, a specific officer subspecialty, management of his area of responsibility, and performance of a particular watch or duty.

The mark in "Shiphandling and Seamanship" should reflect the degree of attainment of proficiency in all aspects of shiphandling and seamanship.

The mark in "Airmanship" relates to the officer's overall ability as an airman in the actual control of aircraft or as an aircrew member and his leadership and judgment in the tactical/operational employment of aircraft and weapon systems. In determining the mark for aviators, consider and comment (in the comments section) on the following factors:

- Personal flying skill and motiviation with emphasis on day and night/inclement weather (carrier, patrol, miscellaneous) operations and weapons employment (as applicable).
- Ability as a flight leader/plane commander when the officer has served as such.
- Knowledge of aircraft and the operational employment thereof.
- Overall aeronautical knowledge.

If an officer has a Subspecialty for which he has received formal schooling or that was accorded formal recognition, this subspecialty should be identified and his displayed proficiency in the area evaluated and marked. It is not intended that a major specialty area clearly identified by the officer's designator (listed in the identification section) as a major requirement for his primary duty be evaluated separately here. However, when a special duty, limited duty, or staff corps officer's primary duties do not entail specific ability in his specialty designation, his proficiency in this specialty area should be separately evaluated here whenever possible. (Due to the transitory nature of codes, they should not be utilized to identify subspecialties.)

The manner in which an officer manages his area of responsibility should be evaluated and marked here. In considering the mark to be assigned, consideration should be given to observed effectiveness in the utilization of men, money, and materials and the implementation of improved management techniques and procedures. (If the officer reported on is also a reporting senior and he has exhibited flagrant neglect in submitting his fitness reports on subordinates when due, his reporting senior should take this into consideration in arriving at an evaluation.)

If the officer is assigned to a particular watch, this watch or duty is to be identified in the space provided and the manner of his performance reflected in the marking area.

Desirability Section

The "Desirability" section is subdivided into several areas in recognition of the fact that the services of an officer are not necessarily equally desirable in each category of assignment. The reporting senior is asked to indicate the desirability of the officer's services in each of these broad categories. If an officer has a family problem beyond his control (e.g., a handicapped dependent requiring ready availability of unusual medical facilities) do not mark him low in desirability for assignment to duty on foreign shores; rather advise him to alert his assignment officer regarding this problem.

Recommendations For Future Assignment

Reflect upon particular aptitudes the officer has displayed and give consideration to future duty he may need for career development; then make recommendations in the appropriate section. In these recommendations, be as specific as possible.

In this section, the reporting senior is asked to take a direct hand in shaping the officer's future. Possibly the greatest single factor in determining an officer's potential for growth as a naval officer is an assessment of his ability to assume the greater responsibilities of a more demanding billet. Care must be exercised in completing this section. Just because a young officer has done an excellent job as communications officer, do not recommend him for further duty in this area if you recognize that he should have another type of duty for general development. Note particularly any aptitude for postgraduate training leading to establishment of a recognized subspecialty. If the space provided is inadequate, continue comment on a supplemental sheet or under the "comments" section.

Overall Evaluation

Now review your narrative evaluation and the marks you've assigned in earlier sections in a broader perspective, considering the officer's growth potential in terms of future value to the Navy in positions of greater responsibility, and check the appropriate box in the "comparison" or overall evaluation section. Note that you cannot complete the second part of this section until after you have completed the reports for ALL officers of the same grade inasmuch as the same figures are reflected in this second section for each report.

The comparison section, when considered with supporting comments, is among the most significant in the form when officers are being considered by promotion boards. The instructions given on the form are particularly pertinent in completing the first portion of this section.

A recommendation for accelerated promotion is appropriate for outstanding officers who are considered by their reporting seniors to merit promotion ahead of their contemporaries. Note that, if you nominate more than one officer of the same grade for accelerated promotion, you must qualify your mark by an indication of his relative standing in relation to the others; if this is not done, the report is incomplete and is returned for proper completion. If the small block provided is inadequate to reflect the total plus the line/staff breakdown in any given area, the total and the line or staff corps breakdown may be shown (e.g., 9(3S) or 9(6L).

Name And Title

The name, grade, file number, designator, and title of the reporting senior (regular, concurrent, or delegated) who signs the report is typed in this section.

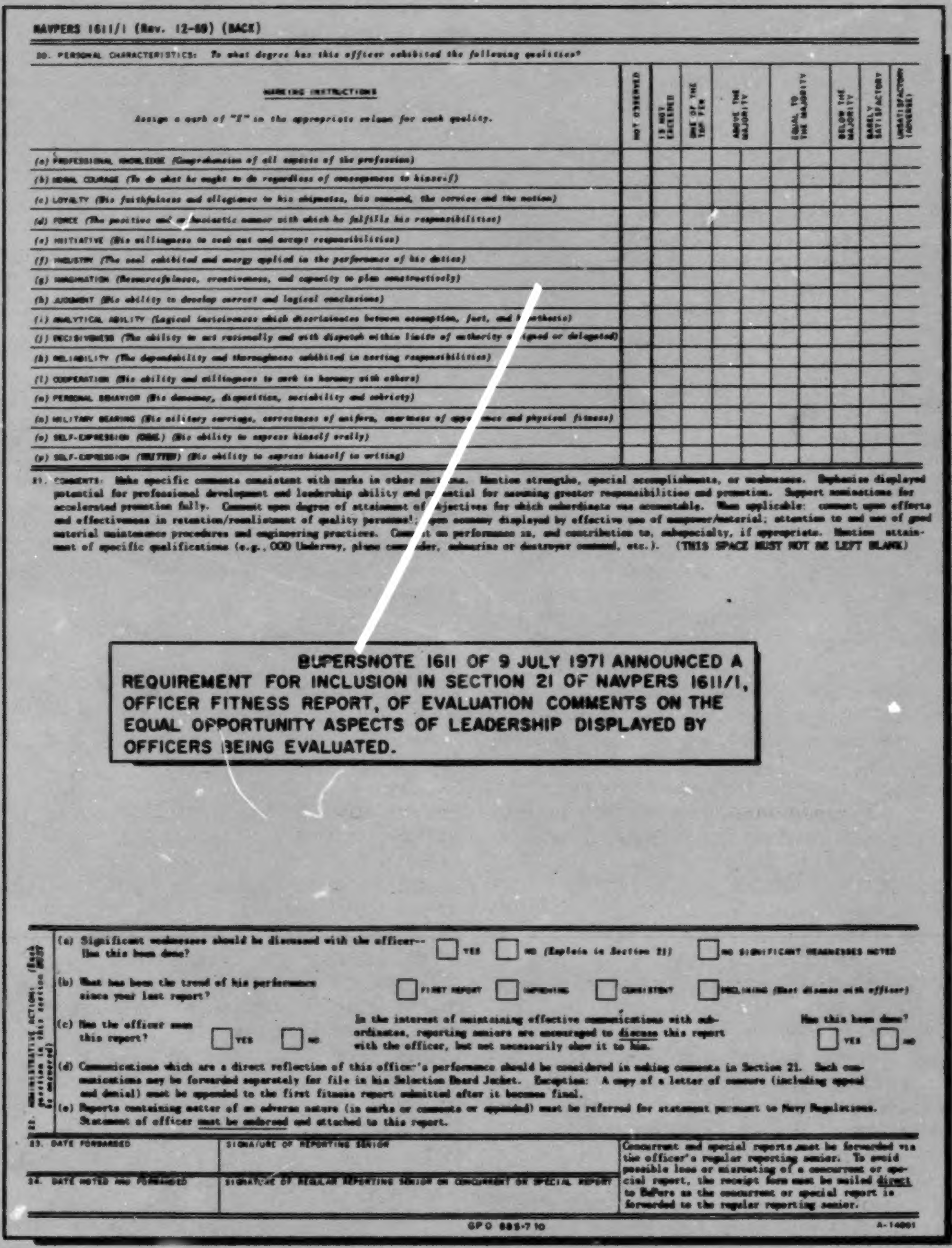
Personal Characteristics

Review again your narrative evaluation in light of each of the personal characteristics listed. See figure 11-3. Make certain that you view these characteristics in terms of the definitions given rather than ascribing your own, and possibly different, definitions (which would not be known to the record users). Perhaps in your review you may recall particular incidents or examples of the officer's performance which illustrate some of these characteristics, if so, modify your narrative evaluation to include them. Make certain that any mark indicating either a particularly superlative or less than average characteristic is supported in your narrative evaluation. Do not allow your evaluation of a particular characteristic to influence your evaluation of any other characteristic.

Then assign a mark of "X" in the appropriate column for each quality.

Comments Section

The preliminary data that you accumulated and coordinated during the reporting period is most useful in completing the "comments" section since it provides specific examples to



NAVPERS 1611/1 (Rev. 12-68) (BACK)

20. PERSONAL CHARACTERISTICS: *To what degree has this officer exhibited the following qualities?*

MARKING INSTRUCTIONS *Assign a mark of "X" in the appropriate column for each quality.*	NOT OBSERVED	IS NOT EXCEEDED	ONE OF THE TOP FEW	ABOVE THE MAJORITY		EQUAL TO THE MAJORITY		BELOW THE MAJORITY	BARELY SATISFACTORY	UNSATISFACTORY (ADVERSE)
(a) PROFESSIONAL KNOWLEDGE *(Comprehension of all aspects of the profession)*										
(b) MORAL COURAGE *(To do what he ought to do regardless of consequences to himself)*										
(c) LOYALTY *(His faithfulness and allegiance to his shipmates, his command, the service and the nation)*										
(d) FORCE *(The positive and enthusiastic manner with which he fulfills his responsibilities)*										
(e) INITIATIVE *(His willingness to seek out and accept responsibilities)*										
(f) INDUSTRY *(The zeal exhibited and energy applied in the performance of his duties)*										
(g) IMAGINATION *(Resourcefulness, creativeness, and capacity to plan constructively)*										
(h) JUDGMENT *(His ability to develop correct and logical conclusions)*										
(i) ANALYTICAL ABILITY *(Logical incisiveness which discriminates between assumption, fact, and hypothesis)*										
(j) DECISIVENESS *(The ability to act rationally and with dispatch within limits of authority assigned or delegated)*										
(k) RELIABILITY *(The dependability and thoroughness exhibited in meeting responsibilities)*										
(l) COOPERATION *(His ability and willingness to work in harmony with others)*										
(m) PERSONAL BEHAVIOR *(His demeanor, disposition, sociability and sobriety)*										
(n) MILITARY BEARING *(His military carriage, correctness of uniform, smartness of appearance and physical fitness)*										
(o) SELF-EXPRESSION (ORAL) *(His ability to express himself orally)*										
(p) SELF-EXPRESSION (WRITTEN) *(His ability to express himself in writing)*										

21. COMMENTS: Make specific comments consistent with marks in other sections. Mention strengths, special accomplishments, or weaknesses. Emphasize displayed potential for professional development and leadership ability and potential for assuming greater responsibilities and promotion. Support nominations for accelerated promotion fully. Comment upon degree of attainment of objectives for which subordinate was accountable. When applicable: comment upon efforts and effectiveness in retention/reenlistment of quality personnel; upon economy displayed by effective use of manpower/material; attention to and use of good material maintenance procedures and engineering practices. Comment on performance in, and contribution to, subspecialty, if appropriate. Mention attainment of specific qualifications (e.g., OOD Underway, plane commander, submarine or destroyer command, etc.). (THIS SPACE MUST NOT BE LEFT BLANK)

BUPERSNOTE 1611 OF 9 JULY 1971 ANNOUNCED A REQUIREMENT FOR INCLUSION IN SECTION 21 OF NAVPERS 1611/1, OFFICER FITNESS REPORT, OF EVALUATION COMMENTS ON THE EQUAL OPPORTUNITY ASPECTS OF LEADERSHIP DISPLAYED BY OFFICERS BEING EVALUATED.

22. ADMINISTRATIVE ACTION: (Each question in this section MUST be answered)

(a) Significant weaknesses should be discussed with the officer-- Has this been done? ☐ YES ☐ NO *(Explain in Section 21)* ☐ NO SIGNIFICANT WEAKNESSES NOTED

(b) What has been the trend of his performance since your last report? ☐ FIRST REPORT ☐ IMPROVING ☐ CONSISTENT ☐ DECLINING *(Has it been discussed with officer)*

(c) Has the officer seen this report? ☐ YES ☐ NO

In the interest of maintaining effective communications with subordinates, reporting seniors are encouraged to discuss this report with the officer, but not necessarily show it to him.

Has this been done? ☐ YES ☐ NO

(d) Communications which are a direct reflection of this officer's performance should be considered in making comments in Section 21. Such communications may be forwarded separately for file in his Selection Board Jacket. Exception: A copy of a letter of censure (including appeal and denial) must be appended to the first fitness report submitted after it becomes final.

(e) Reports containing matter of an adverse nature (in marks or comments or appended) must be referred for statement pursuant to Navy Regulations. Statement of officer must be endorsed and attached to this report.

23. DATE FORWARDED	SIGNATURE OF REPORTING SENIOR	Concurrent and special reports must be forwarded via the officer's regular reporting senior. To avoid possible loss or misrouting of a concurrent or special report, the receipt form must be mailed direct to BuPers as the concurrent or special report is forwarded to the regular reporting senior.
24. DATE NOTED AND FORWARDED	SIGNATURE OF REGULAR REPORTING SENIOR ON CONCURRENT OR SPECIAL REPORT	

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Figure 11-3.—Report on the Fitness of Officers, NavPers 1611/1 (Back).

use in making clear and concise comments that permit the record users to see what sort of performance you consider "outstanding," "excellent," or "satisfactory" and enable them to reach better comparative judgments in selecting for promotion or assignment to duty. Make certain your comments are consistent with the marks you have assigned.

DEVELOPING COMMENTS.—In selection for promotion and assignment to duty considerable weight and reliance are placed on the comments made in fitness reports. Every effort should be made to present any relevant facts which tend to amplify the marks assigned and make the report a complete and comprehensive evaluation. Particular attention should be given to the specific guidance regarding comments printed on the form under the "comments" section.

Stereotyped comments should be avoided. Each remark should be descriptive of the individual and his manner of performance and should be specific. Some items appropriate for comment are: examples of manner of performance evaluated by marks in other sections; marks received on various inspections; i.e., administrative, material, operational readiness, and underway training; special projects completed; useful suggestions and recommendations advanced; noteworthy efforts toward self-improvement and good public relations. In addition, reporting seniors must ensure that any qualifications attained during the reporting period are mentioned. Pertinent comments such as "Qualified as OOD in formation on 3-1-68" or "Qualified 4-18-68 as Command Duty Officer in CVA" should be included to ensure completeness of the records as well as to assist a naval examining board in establishing the professional qualifications of officers selected for promotion.

It is essential that, in any assignment to duty where close contact and joint effort with officers of other services, foreign nations, and higher echelons of our Government may be entailed, proper notations of such an assignment be made in each fitness report of the officer concerned. Not only should the officer's performance of duty in such joint effort be recorded, but careful delineation should be made of the circumstances of the joint effort. Experience gained, either as a collateral duty or as a part of primary duties, must be commented upon in order that an officer's experience, as well as performance, in any such duties be given due recognition by future selection boards.

After a naval campaign or action and after service on shore with an expeditionary force or force of occupation, an entry is to be made in each officer's next report of fitness of his participation therein (security provisions at the time permitting) stating the kinds of service performed and giving the dates and names of any engagements in which he took part. Do NOT use rubber stamps or over printing signifying "COMBAT" or "ENEMY ACTION" on any part of the report form.

(An entry for evaluation of an officer's present and past performance in combat is to be added to the Officer Fitness Report form as previously discussed. The proposed entry also is to show the number of days during the reporting period in which the officer reported on served in a combat area. Instructions explaining how to document combat tours and performance retroactively are given in BUPERSNOTE 1611 of 1 March 1971 and are to be incorporated in BUPERSINST 1611.12.

In evaluating a junior officer, record his attainment of specific qualifications, otherwise such qualifications may not be reflected in his record. With junior officers the major concern is not to screen out poor performers based upon such vague and general faults as "immaturity" or a "slowness in developing" but rather to reflect specific attainments as the young officer develops. Weaknesses should be noted but should be qualified in each instance with the specific guidance and leadership efforts made by the reporting senior to overcome them.

For more senior officers, leadership talents and shortcomings should receive more emphasis in fitness reports. The development of subspecialties, either from formal postgraduate training or practical experience, should become more evident and proficiency in such areas should be reflected in fitness reports. The provision in law for early selection from below the promotion zone is of little value unless reporting seniors comment on such potentialities in fitness reports.

Officers given command assignments should display obvious leadership talents. They should evidence an acute awareness of personnel motivation, tactical concepts, weapons systems, and unit intra-relationships. This awareness, or lack of it in officers in command and in those grades normally given command should be commented upon. In the case of line officers in command, comment upon their seamanship and airmanship should include specific comment upon their aggressiveness, or lack of it, in training their junior officers in these basic skills of the line.

Officers eligible for major commands or flag selection and flag officers should be expected to display broader knowledge and ability in all areas of professional performance. In reporting the performance of officers in these categories, a reporting senior is expected to comment on the following:

- Results achieved by him and his organization. Consider only those factors which directly relate to results achieved as compared with expectations and requirements. Examples: operating objectives, cost control, training and readiness, development of subordinate officers.
- The soundness and effectiveness of his work methods. Consider only significant factors related to how he accomplishes his job. Examples: planning, organizing, delegating, decision making, working with others.
- Significant personal qualities which have a bearing on his professional performance.
- Effectiveness in expressing himself clearly, forcefully, and convincingly, both orally and in writing.
- Ability to perform effectively in a higher level position. Consider past professional performance, demonstrated executive and general management skills, knowledge of his profession and the environmental factors affecting performance in a higher level position, and his understanding of the role of the Navy.
- Capacity to continue professional development and to continue growing in his ability to assume increasingly more responsible, difficult, and important assignments. Is he continuing to expand his professional abilities, or is he showing signs of leveling off?
- Any subspecialties in which he is qualified; indicate degree of confidence you have regarding his opinions in the area of his subspecialty.

Comment should be made upon economy displayed by the effective use of manpower and material. The Secretary of the Navy has directed that reporting seniors comment favorably or adversely, when appropriate, in the pertinent section of fitness reports regarding the efforts of subordinates in reducing paperwork.

The retention and reenlistment of quality personnel is a vital factor in the continued high level of performance of our Navy and, accordingly, should be a matter of major concern to every officer. Reporting seniors should comment, when applicable, regarding an officer's efforts and effectiveness in this most important area.

When applicable, specific comment should be made on the officer's attention to, and use of, good material maintenance procedures and engineering practices.

Provide as complete and comprehensive an evaluation as feasible for Naval Reserve officers performing active duty for training. The paramount importance of such an evaluation not only to the officer but also to the needs of the Navy cannot be overemphasized, particularly since active duty for training represents the only real opportunity for the Reserve officer to be observed and evaluated as an integral part of the regular component. When specific tasks are assigned, an adequate evaluation can be made. When no specific tasks are assigned, for instance at seminars, conferences, or schools, comments should be made regarding such factors as military bearing and courtesy, degree of participation, and interest displayed. For example, singular comments such as "period too short to permit evaluation," "not observed," or "no duty performed—student" are worthless.

COMMENTS NOT TO BE INCLUDED.—Letters of censure or other nonjudicial punishment are not to be specifically referred to in the report unless it is clearly indicated that no appeal is to be made or that the officer's appeal has been resolved adversely to him.

Formal investigations which will become a matter of record in the Navy Department and Naval Investigative Service reports should not be specifically referred to in the fitness report.

The issuance of any nonpunitive corrective action should not be specifically referred to in the report—to do so would invalidate the nonpunitive nature of such action.

Performance of duty or facts upon which such letters of censure, formal investigations, et cetera, are based may properly be mentioned in the comments section of the report.

Except in those cases where an officer has submitted his resignation under conditions other than honorable, no mention is to made in a fitness report concerning the submission, withdrawal, or resubmission of a resignation.

EVALUATION OF COURT-MARTIAL PERSONNEL. — The law imposes certain restrictions concerning evaluation of court-martial personnel in fitness reports.

Article 37, Uniform Code of Military Justice, and paragraph 38, Manual for Courts-Martial, 1969 (Rev.) specifically prohibit convening authorities and other commanding officers from censuring, reprimanding, or admonishing a court or any member, military judge, or counsel thereof, with respect to the findings or sentence adjudged by the court, or with respect to any other exercise of its or his functions in the conduct of the proceedings.

In the preparation of fitness reports, personnel may not be rated or evaluated on the basis of their performance of duty as members of a court-martial. All other aspects of their performance, however, may be properly evaluated.

In the preparation of fitness reports, personnel who serve as defense counsel may not be given a less favorable rating or evaluation because of the zeal with which they represented any accused before a court-martial.

In the preparation of fitness reports, no reporting senior is to evaluate or otherwise take into consideration the performance of any officer as a military judge in a special court-martial convened by himself. In order that the performance of military judges might be docmented in fitness reports, however, it is appropriate for a supervisory reviewing authority to submit concurrent reports of fitness on officers who have acted as military judges on cases which come before such supervisory reviewing authorities for review. Concurrent reports of this type of necessity are based on "Records and Reports Only" and are so indicated on the fitness report form.

When a military judge is detailed to a general court-martial, neither the general court-martial convening authority nor any staff member may prepare a report of fitness which evaluates his performance of duty on such court-martial. The Judge Advocate General is the regular reporting senior for officers assigned to the U.S. Navy-Marine Corps Judiciary Activity and its branch offices. However, officers certified and assigned by the Judge Advocate General to primary duty as military judges of general courts-martial who perform other duties may be evaluated on such duties by the appropriate reporting senior.

RECONSIDERING COMMENTS. — Before finalizing your comments consider the administrative action required by the administrative action section. Have you included any significant weaknesses which have not been discussed with the officer? If not a first report, compare this rough report with any prior ones submitted by you and make certain that this one reflects the performance trend you intend and that any upward or downward trend is adequately justified by your comments.

The fitness reports should answer the questions "Do I want this officer working for me in the next higher rank?" or "Would I want this lieutenant working for me as a lieutenant commander?" or "Do I want to make a strong recommendation that this man be given additional responsibilities?" Consider whether the overall report answers these questions.

Next consider whether any comments are subject to misunderstanding or misinterpretation. For example, a comment that the officer "performs all assigned duties well" seems favorable at first glance. But the inclusion of the word "assigned" raises several questions — Why are "assigned duties" specified? Does the reporting senior intend to imply that the officer shows no initiative? Obviously such a statement needs to be rewritten to clearly express whatever meaning is intended.

After reconsidering your comments for ambiguity and clarity, you should discuss the report with the officer reported on, showing it it him if you wish. From this discussion you should be able to clarify any area which might be subject to misinterpretation and thereby avoid an unintentional misrepresentation of facts that could result from faulty communications up or down the command chain. Resolve any uncertainty about the adverse effect of a preliminary report containing derogatory matter by showing the report to the subject officer and affording him an opportunity to make a statement in rebuttal. If the final report is adverse or derogatory, the officer must be given the opportunity to make a statement, in accordance with Navy Regulations.

Administrative Action Section

Indicate the administrative action taken in the appropriate boxes in the subsections dealing with weaknesses observed, and whether the subject officer was shown the report. (See fig. 11-3.)

(The administrative actions taken by you and indicated in this section, while not directly a part of the performance evaluation in the main body of the report, are meaningful to the user of the report in determining the intent of certain marks and comments.)

Subsection (a). — Mark the appropriate box to indicate whether weaknesses were noted and if so whether they were discussed with the officer reported on, and if not, why they were not.

A mark in the "Yes" box indicates that any weaknesses noted in the marks and comments of the report have been discussed with the officer during the period of the report or at the time the report was prepared. A mark in the "No" box indicates that, for the reason you've stated in the "comments" section, the weaknesses noted were not discussed with the officer. A mark in the "No Significant Weaknesses Noted" box will help prevent misinterpretation of comments in the body of the report.

Subsection(b). — Indicate the officer's trend of performance, whether improving, consistent or declining. (If "declining" is marked, the report must be discussed with the officer, since a "declining" mark is regarded as being of an adverse nature.)

The intent of this subsection is to ensure that you compare successive reports submitted by you on the same officer so as to communicate to the user the intended trend of the officer's performance.

Subsection (c). — Indicate whether the report was shown to the subject officer.

In the interest of maintaining effective communications with subordinates, reporting seniors are encouraged to discuss reports with the subject officer. Reporting seniors are REQUIRED to show fitness reports submitted after July 1970 to officers in the grade of lieutenant and below as well as to counsel these junior officers (warrant officers (W-1), chief warrant officers (CWO-2), and ensigns through lieutenants).

An officer is usually well aware of praiseworthy performance; however, positive knowledge that such performance is being made a matter of record may spur him on to even greater achievement. In like manner, an officer who is "dragging his oar" or "just riding" should be made aware that the counseling he's received and failed to heed was not "idle chatter" and take steps to overcome his shortcomings.

Further, in the context of successive reports from the same senior, the fact that the subject officer has, or in unusual circumstances, has not seen his report is most useful to the record user.

Subsection (d). — Consider whether any letters or messages you received that concerned the officer's performance were included in developing your comments under the comments section. Communications which are a direct reflection of an officer's performance should always be considered in developing an evaluation of his performance for his official record. However, in the interest of reducing the quantity of repetitive and extraneous matter in an officer's Fitness Report Jacket, such communications should not be appended to or forwarded with the report. Commendatory or derogatory communications received which, in the judgment of the reporting senior should be separately made a part of an officer's official record, should be forwarded under separate cover for file in his Selection Board Jacket. The single exception to this procedure is that a copy of a letter of censure (including appeal and denial, where applicable) must be appended to the first fitness report submitted after it becomes final. Any such report becomes "Adverse" by reason of its appendage and must be referred to the officer for his statement.

Subsection (e). — Refer the report to the subject officer for comment if it contains any adverse matter.

Reports containing matter of an adverse nature (in remarks, comments, or appended letters of censure) must be referred for statement pursuant to Navy Regulations. The statement of the subject officer must be endorsed by the reporting senior and attached to the report. In instances where the reporting senior is uncertain as to the adverse nature or effect of any report, he should resolve this uncertainty by referring the report in question to the subject officer for comment. In the event no comment is made within a reasonable period of time (approximately 15 days), the reporting senior should submit a signed duplicate report to the Chief of Naval Personnel under covering letter and enclose copies of all correspondence relating thereto.

Date Forwarded Section

In developing the preliminary working copy, leave the "date forwarded" section blank. Complete this section when the finished report is ready to be mailed since the date entered in this section must be the actual date the report is placed in the mail. If the report is not forwarded within 15 days of the terminal date of the period covered, it must be accompanied by a letter of explanation for the undue delay. Except in this latter instance, letters of transmittal are neither required nor desired. The report must be signed in ink by the reporting senior. (Reports signed "for," "by direction," with a facsimile stamp, or by an officer junior in precedence to the officer reported on are not acceptable (see BUPERSINST 1611.12). Reports should not be signed by an "acting" commanding officer during the temporary absence of the commanding officer.)

Countersignature Section

Leave the countersignature section blank; it is for the use of a regular reporting senior when receiving a concurrent or special report and would not be applicable in this instance. When this section is applicable, the reporting senior signs the report in ink and indicates the actual date the report is placed in the mail. If the regular reporting senior does not forward the special or concurrent report within 15 days of its receipt, he should submit a letter of explanation of the undue delay with the report.

Continuation Sheets

Ample space is provided in the various comment sections to complete the usual report. If more space is needed for comments in any section of the report, the comments should be continued on a sheet of plain bond paper, 8 inches by 10 1/2 inches. Note on each continuation sheet the name, file number, and Social Security Number of the officer reported on and the period of the report to which it is applicable. Each continuation sheet must be signed by the reporting senior.

REPORT COMPLETION

Having completed developing the comment section for the officer fitness report (or reports), review the report to see that the finished comments support the marks you have assigned and that the report adequately conveys your intended evaluation.

Have the finished report neatly typed for submission. Carefully proofread the typed smooth report for accuracy and completeness; initial (in ink) any significant erasures; note the date that the report is actually being forwarded; sign the report in ink and forward it. (Actual forwarding should be done within 15 days of the terminal date of the period covered.)

Retention of Worksheets

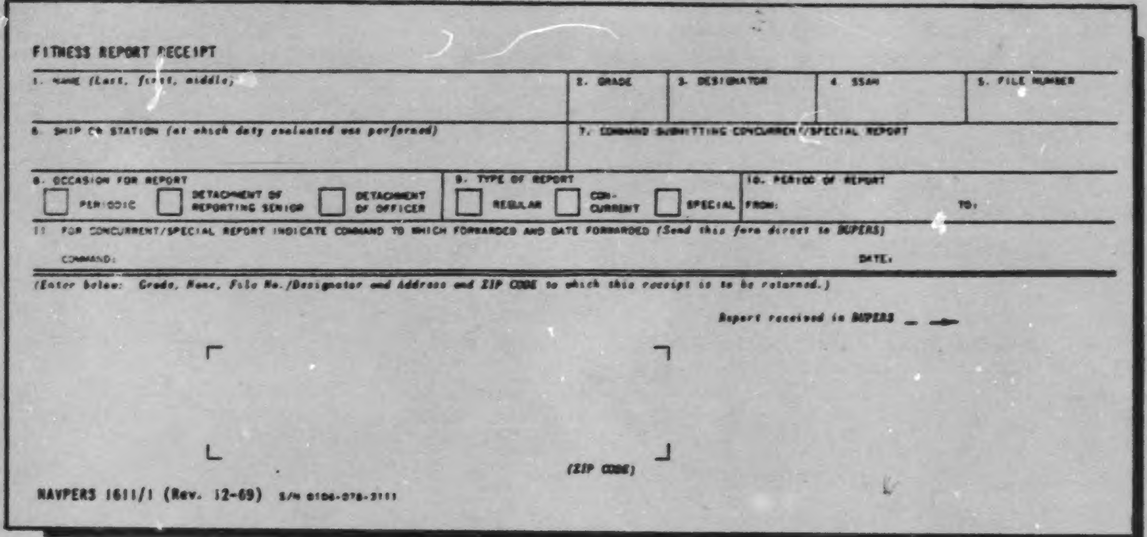
Retain your worksheet or working copy for your own reference as previously explained. Consider showing the final approved worksheet to the department head and executive officer who drafted or reviewed the preliminary report in order to further the development of their skill in writing fitness reports.

Transmittal of Reports

Reports of fitness are confidential in nature and are forwarded in double envelopes. The outer envelope is addressed to the Chief of Naval Personnel (Pers-E?3), or to the endorsing senior, and the inner envelope is marked "REPORT OF FITNESS FOR OFFICIAL USE ONLY." Only correspondence or other communications directly related to the reports submitted are to be placed in the envelope with the reports of fitness.

Receipt Form

The tear-off receipt form (fig. 11-4) is designed to assist individual officers in determining whether all fitness reports due them have



FITNESS REPORT RECEIPT

1. NAME (Last, first, middle) | 2. GRADE | 3. DESIGNATOR | 4. SSAN | 5. FILE NUMBER

6. SHIP OR STATION (at which duty evaluated was performed) | 7. COMMAND SUBMITTING CONCURRENT/SPECIAL REPORT

8. OCCASION FOR REPORT ☐ PERIODIC ☐ DETACHMENT OF REPORTING SENIOR ☐ DETACHMENT OF OFFICER | 9. TYPE OF REPORT ☐ REGULAR ☐ CONCURRENT ☐ SPECIAL | 10. PERIOD OF REPORT FROM: TO:

11. FOR CONCURRENT/SPECIAL REPORT INDICATE COMMAND TO WHICH FORWARDED AND DATE FORWARDED (Send this form direct to BUPERS)

COMMAND: DATE:

(Enter below: Grade, Name, File No./Designator and Address and ZIP CODE to which this receipt is to be returned.)

Report received in BUPERS →

(ZIP CODE)

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21.47.4

Figure 11-4. — Fitness Report Receipt section of NavPers 1611/1.

been received by the Chief of Naval Personnel. The receipt form is completed by entering the pertinent data from the report form itself. The officer reported on enters his grade, name, file number and Social Security Number, and designator (and for a concurrent report, the mailing address to which he wishes the receipt forwarded). To ensure continuity of their fitness report jackets, officers should review the dates given in the receipt form to see that a "regular" report of fitness is submitted to cover all periods. Concurrent and special reports are not considered for continuity of record.

For a fitness report other than a concurrent report, the tear-off receipt is detached from the fitness report form before mailing and given to the individual by the preparing command for his personal file.

Concurrent or Special Reports. — Concurrent and special reports must be forwarded via the officer's regular reporting senior. To avoid possible loss or misrouting of such reports, the receipt form must be mailed direct to the Chief of Naval Personnel (Pers-E23) as the concurrent or special report is forwarded to the regular reporting senior. Care must be exercised to ensure that all sections of the receipt form are properly completed so as to enable the Chief of Naval Personnel to monitor these receipts as a pending file and take appropriate action to obtain any such report which is not received within a reasonable period. When the concurrent or special report is received in the Bureau, the receipt is date-stamped, placed in a window envelope, and forwarded to the subject officer for his personal file.

If an officer does not receive a receipt within 90 days after a concurrent report was made, he should make inquiry direct to the Chief of Naval Personnel (Pers-E23).

REVIEW OF REPORTS

In the Navy's fitness report system, a reporting senior's evaluation is not normally subject to review by any other official prior to submission to the Chief of Naval Personnel. However, where reports either by letter or on the fitness report form are made by persons other than officers of the United States Naval Service, it is highly desirable that they be reviewed by an appropriate United States naval officer prior to being transmitted to the Chief of Naval Personnel. (For procedures for submitting reports on naval officers assigned to joint or combined staffs and agencies, refer to BUPERSINST 1611.12.) Whenever possible, arrangements for such review should be established as a matter of standard operating procedure in the command organization. Where the command itself, or the chain of command, does not include a Navy or Marine Corps officer who could accomplish the review, requests for review may be made to the appropriate major Navy command or the naval command to which an officer is ordered to report for administrative purposes.

Accomplishment of this review is shown by entering "Reviewed: (Signature, grade, and title)" on the report or on a separate 8" x 10 1/2" sheet of plain white bond paper attached thereto. If review raises questions as to the intent of the reporting senior, such questions should be resolved informally or through correspondence between the reviewing officer and the reporting senior; the latter may revise or resubmit the report if he so wishes. If the question cannot be resolved, the reviewing officer may wish to attach a memorandum containing explanatory comments or any remarks deemed appropriate.

CHANGES TO REPORTS SUBMITTED

A report of fitness that is rightfully placed in the Officer Record maintained in the Bureau of Naval Personnel is not subject to withdrawal, alteration, or change except by special permission of the Secretary of the Navy. In some cases clarification, amendment, or correction of error may be permitted by subsequent correspondence forwarded by or through the reporting senior who submitted the report. Such correspondence is attached to and made a part of the report in question upon receipt in the Bureau of Naval Personnel. Refer to the Bureau of Naval Personnel Manual for additional information concerning this procedure.

OFFICER PROMOTIONS

The Navy prior to 1940, as compared with that of today, was a relatively small and stable organization. The officer corps was composed nearly 100 percent of career officers. Their assignment and rotation followed an established pattern that was common knowledge to all. World War II, the Korean conflict, complex international commitments, and modern technological advances have resulted in a change in the composition of our officer corps and our fleets, in the enlargement of the shore establishment within and without the continental United States, and in the establishment of joint defense commands in which the Navy plays a key role. These factors necessitate a larger and more complex Navy than that which existed prior to World War II.

It is doubtful that the Navy will ever revert to its pre-World War II size. The Navy, therefore, makes its personnel predictions based on the expectation of maintaining an adequate manning level and, at the same time, retaining a sufficient cadre of career officers so that it can expand rapidly if necessary.

PROMOTION LAWS

Promotions of naval officer personnel are governed by statute in a rather high degree of detail. Laws governing officer promotions have not been static but have evolved. Beginning with the passage of the Officer Personnel Act of 1947, several major pieces of legislation have been collected and codified in Title 10 of the United States Code. Laws pertaining to promotion represent the product of much experience and progress. They are designed to meet the needs of the naval service and to provide an equitable opportunity for a full and rewarding career for all who cherish the naval profession.

The promotion flow-rate prescribed as normal in the law is in keeping with the plan that a full career in the Navy would include an opportunity for 30 years of commissioned service and promotion to the grade of captain. Within the law certain periods have been set up as controls, that are either mandatory or are for use as permissive guides. For instance, the officer must have certain minimum service in grade before becoming eligible for consideration for promotion. The due course period from commissioning as an ensign to promotion to the grade of captain is 20-21 years; however, with the provisions for maximum acceleration, it is possible to attain the grade of captain in 14-15 years.

Promotions are effected under the dual system which specifies that, initially, all promotions for male commissioned officers are temporary; as vacancies occur in the permanent structure, an officer with a temporary promotion (except an officer whose permanent status is enlisted or who is a warrant officer) receives a permanent one for that grade. Pay, eligibility rights, and other benefits are computed on the grade in which serving whether under a permanent or temporary appointment. A temporary appointment may be terminated by the President and an individual reverted to his permanent grade. This usually occurs only in the event of drastic reductions in the size of the Navy that would reduce the authorized numbers within each grade. A permanent appointment may not be revoked except by formal legal proceedings.

PROMOTION CONTROLS

The overall promotional picture is essentially that of a pyramid rising from a broad base of junior officers to a few senior flag officers near the top and to the one Chief of Naval Operations. If there is to be a realistic flow of promotions up the pyramid, all who enter at the bottom cannot reach the top, although each officer has the same opportunity as his contemporaries to vie for the top grades.

In the area of officer promotions, there are three interdependent controls: distribution, flow rate, and attrition. Promotion controls are necessary to ensure that those who reach the senior grades are best fitted to perform the military requirements of those grades, and that they reach those grades at ages consistent with the military requirements.

DISTRIBUTION refers to the required number of officers in each grade. Maximum ceilings are set by law; but otherwise annual vacancies are prescribed by SECNAV, based on current and anticipated needs of the Navy.

FLOW RATE is the rate at which officers are promoted to higher grades. It has been determined on the basic principle that, except for the relatively few officers selected to flag rank, the maximum career will be 30 years in length for those who achieve promotion to captain.

By ATTRITION is meant the percentage of officers who must be separated as others in their promotional group ascend to a higher grade. Unless vacancies were created in the higher grades, promotions would be slowed to an unacceptable degree, resulting in less than equal opportunities for succeeding year groups of officers. A number of vacancies are created through natural attrition—deaths, resignations, discharges, voluntary retirement. The rate is fairly constant, but not great enough to meet the desired promotion flow rate.

To maintain a normal promotion flow rate within the limits of grade distribution, the Navy utilizes forced attrition, which is determined by a long-range study that projects promotions over a 5-year period. An attrition percentage is applied, for each grade, to the current year's promotions to determine the number of officers who must fail of selection. As a rule, rate of attrition increases with grade, and may be tabulated somewhat as follows:

For promotion to	% of attrition
Captain	40
Commander	25
Lieutenant commander	15
Lieutenant	5
Lieutenant junior grade	0

Because many junior officers return to civilian life after completing their minimum active duty obligations, there is a large drop in numbers between the grades of LTJG and LT. (Career-wise, this results in an unprecedented opportunity today, and in the foreseeable future, for young officers to reach the top of the promotion ladder. Juniors have unparalleled chances to assume positions of leadership and responsibility. Many lieutenants junior grade and, at times, ensigns, are ordered to billets normally filled by more senior officers.)

The number of officers placed in each promotion zone in excess of the number to be selected represents the minimum number that must fail selection to provide the percentage of forced attrition required by the long-range studies. The size of a promotion zone, then, reflects vacancies that will exist during the ensuing year plus application of the forced attrition variable.

This might better be explained by an example. For the last several years, the promotion opportunity for unrestricted line officers to the grade of LCDR has been around 85 percent, which means that of every 100 officers eligible for promotion, 15 had to be passed over. But another factor enters the picture: those promoted from above and below the promotion zone. Officers within the zone who fail of selection are placed above the following year's promotion zone for further consideration. In addition, there is an increasing trend to "reach" below the zone to promote a number of exceptional, highly-qualified officers, even though the selectees may lack sufficient experience or seniority to otherwise qualify for selection. Every selection made from either above or below the normal promotion zone means a passover in the zone itself.

A temporary appointment to the grade of lieutenant junior grade is delivered to a qualified ensign upon his completion of 15 months' service in grade. The ensign's commanding officer is responsible for determining qualification for promotion to LTJG. For other than promotion to LTJG, selection for promotion up to and including rear admiral is made by SECNAV-convened selection boards.

SELECTION BOARDS

A selection board is composed of officers nominated by the Chief of Naval Personnel and selected by SECNAV. A selection board is charged to:

1. Consider impartially the cases of all officers submitted to it.
2. Select those best fitted for promotion within prescribed numerical limitations.
3. Report the names of any officers who have less than 20 years of service and whose records, in the opinion of the board, indicate unsatisfactory performance of duty and that they would not satisfactorily perform the duties of a higher grade. This reporting is done so that they may be separated from the active list.
4. Submit its report to SECNAV for his recommendation and final approval of the President.

Because officers on the board are responsible for selecting "the best fitted," it is appropriate that they themselves be in this category. Therefore, they are chosen not only on the basis of integrity and experience but must never have failed selection to any grade.

In addition to their duties of evaluation and selection, the boards are required to reconstitute themselves as examining boards after completing the initial selection process. This has the effect of rendering a second or confirming opinion on those selected for the next higher grade or for those officers selected for separation. This double screening may appear to be a duplication of effort, but actually the functions are complementary rather than parallel. Selection board action is based on comparing the abilities of an officer with those of his contemporaries. When acting as an examining board, that board compares the performance of the individual with a set of STANDARDS or QUALIFICATIONS prescribed by the Navy Department; i.e., an officer must be found to be mentally, morally, physically, and professionally qualified before he may be promoted. BUPERSMAN provides that:

1. No officer in the grade of ensign in the Regular Navy may be permanently promoted to lieutenant junior grade until he is found by a board of examining officers convened by SECNAV to be mentally, morally, and professionally qualified to perform all the duties to which he might reasonably be expected to be assigned. (See BUPERSMAN 2220100.)
2. No officer may be promoted to the grade of lieutenant, lieutenant commander, commander, or captain, until he is found by a board of examining officers convened by SECNAV to be professionally qualified to perform all the duties to which he might be assigned, or until he is found, by a selection board empowered by SECNAV to act as an examining board, to be professionally qualified to perform all the duties of the grade concerned to which he might reasonably be expected to be assigned, contingent upon his successful completion of such written examinations or professional study as may be prescribed by SECNAV. (See BUPERSMAN 2220100.)
3. No officer of the Regular Navy or Naval Reserve on active duty may be promoted to a grade above warrant officer (W-1) until, as reflected by his most recent physical examination, it has been determined that he is physically qualified for promotion. (See BUPERSMAN 2220150.)

The entire function of selection and examining boards is extremely serious and imposing. It calls for exercising the most mature judgment in making evaluations of relative merit. In this connection it should be noted that those officers failing selection are not necessarily poor officers nor are they unqualified. The attrition, particularly to the more senior grades, dictates that many completely satisfactory officers are being left behind. This is one of the unfortunate features of the pyramid system. Some officers must, by law, be left behind as their contemporaries advance to each successively higher grade.

Promotions above rear admiral are appointive and therefore beyond the scope of selection board recommendation. When rear admirals complete stipulated periods of time in grade and commissioned service (5 years and 30 years for unrestricted line, for example), selection boards, at that time and at ensuing 5-year periods, recommend either their continuation on the active list of the Navy or their retirement.

During the course of a year, from 40 to 50 selection boards may convene in BUPERS for the purpose of selecting officers for promotion. The panels may be in session for anywhere from 10 days to about 6 weeks, depending on the number of officers eligible for promotion. (Other boards, such as those selecting E-8s and E-9s, enlisteds for warrant, warrants for LDO, NESEP students, and students for the Postgraduate School may exceed 100 each year, deliberating from less than a day up to 8 weeks.)

SEPARATION OF OFFICERS NOT SELECTED

Lieutenants and lieutenants junior grade who twice fail of selection are honorably discharged with lump-sum severance pay not later than the last day of the fiscal year in which the second failure occurs (as is discussed in chapter 16). Lieutenant commanders, commanders and captains who twice fail of selection may continue to serve and remain eligible for consideration. They are involuntarily retired if not on a promotion list upon completing 20, 26, and 30 years, respectively, of total commissioned service (active commissioned service for WAVE and Nurse Corps officers). Restricted line and certain staff corps captains are involuntarily retired on the completion of 31 years of total commissioned service unless continued as a result of special board action. Officer separations are discussed in detail in chapter 16 of this text. See table 16-1 for information concerning the service requirements for statutory retirement.

PROMOTION OF WOMEN OFFICERS

The Women's Armed Services Integration Act of 1948 authorized the enlistment and appointment of women into regular components of the military services. Prior to that time women had served as members of the Naval Reserve under emergency wartime legislation. Personnel management policies that had previously applied only to men were thereafter to apply also to women, except where obviously inapplicable. Even so, there remained certain limitations on promotion opportunities and career tenure for women officers in all services. For example, there was very little prospect for a woman naval officer to attain a grade above that of commander. Exceptions were the Assistant Chief of Naval Personnel for Women (Director of the WAVES), a captain, and a few women captains in the staff corps. There was also a statutory provision limiting the number of women line officers in the grades of commander and lieutenant commander to 30 percent of the total number of regular women line officers on active duty.

Public Law 90-130, enacted 8 November 1967, amended the law to improve both promotion and career opportunities. The changes increased the prospects for promotion to more senior grades; Congress also eliminated percentage restrictions on the number of women appointed to the senior grades, including promotion to the grade of captain, which is now part of a woman officer's career pattern; commanders are now legally eligible for consideration for promotion to the grade of captain after 4 years in grade. Public Law 90-130 also authorizes flag grade for women officers.

The law provides that when the Secretary of the Navy determines that there is a position of sufficient importance to require an officer of flag grade and that there is a woman officer best qualified to fill that position, he may so appoint her. The appointment to a flag grade terminates upon reassignment to another billet if such billet does not require the qualifications of a flag officer.

Career incentives for women officers are greatly increased by Public Law 90-130 which removes the restrictions on opportunities for women officers.

OFFICER DISCIPLINE

Periodic fitness reports normally provide sufficient means to record estimates of performance. Where the conduct or performance of an officer cannot in the opinion of the immediate commanding officer be handled properly or adequately by appropriate notation in a fitness report, the commanding officer may issue a letter of censure or refer the matter to a superior in the chain of command (paragraph 129, MCM). Policies and procedures regarding letters of censure under Article 15, Uniform Code of Military Justice are set forth in the JAG Manual and discussed later in this chapter.

Oral reprimands, adminitions, rebukes, or other expressions of disapprobation employed as nonpunitive measures by a superior in the ordinary course of duty are not considered "punishments" under the UCMJ. They are not controlled or affected by the Code. By the same token, written expressions (letters of caution) communicated directly to the officer addressed are not "punishment" so long as a copy thereof is not included in the official record of the officer addressed.

The punitive and deterrent aspects of discipline of officer personnel may be considered in two major categories—punishment under the Uniform Code of Military Justice and punishment under what is loosely termed "administrative discipline," or "administrative measures."

Punishment under the Code may range in severity from command's withholding of privileges to trial by general court-martial, the latter possibly resulting in dismissal from the service, long term imprisonment, or, for some offenses, death. Administrative discipline, more specifically defined as action pursuant to statutes other than those contained in the Uniform Code of Military Justice includes such disciplinary actions as (a) separation from the service (other than by dismissal) or from active duty; and (b) adverse entries in official records with consequent possible prejudice to assignment and promotional opportunities.

The two categories sometimes overlap. For example a command reprimand or admonition given in accordance with Article 15, Uniform Code of Military Justice, usually also becomes an adverse record entry; or an officer charged with an offense under the Code, or undergoing trial before a general court-martial, may submit a resignation from the service (resignation for the good of the service or for the good of the service and in lieu of court-martial), which, if accepted, may result in his separation pursuant to procedures other than procedures under the Code (i.e., administrative separation rather than by court-martial decision).

The important distinction between the two major classes of disciplinary action is that action under the Code may result in a criminal conviction (by court-martial) and thus may involve hazard to the life, liberty, and recognized property rights of the accused individual; therefore it demands a high degree of judicial-type procedural "due process of law" in pursuing the action. It further demands that the end result of the action (acquittal or conviction) be normally accepted as final, conclusive, and binding. Administrative action pursuant to authority of law other than the Code, however, does not involve the possibility of a criminal conviction or loss of life, liberty, or recognized property rights; thus these procedural hearings are not bound by the judicial rules of evidence. "Due process" in connection with administrative action therefore is limited to (1) any measures explicitly required by a statute authorizing the particular action in question, and (2) measures required as a matter of common sense and sound business judgment. The latter measures are sometimes expressed in general regulations and instructions, but often are left wholly to the discretion of the personnel administrator; except that where action is discretionary, it may not be arbitrary or capricious.

Functionally, the Chief of Naval Personnel exercises initial departmental supervision over virtually all disciplinary action in officer cases, other than action pursuant to the Uniform Code of Military Justice. He may, however, recommend the initiation of appropriate action pursuant to the Code by a convening authority, and may recommend remission, suspension, or reduction of sentences by the Secretary in the interests of overall uniformity of final action, salvage of personnel services, or both. The Chief of Naval Personnel is frequently required to answer inquiries pertaining to pending disciplinary action in officer cases—both actions being processed under the Code and those under other authority of law. For this reason and to co-ordinate pending disciplinary action with other routine administrative processes, it is essential that the Chief of Naval Personnel be kept fully and currently advised on the contemplation, pendency, and progress of disciplinary action at naval field activities. Advance information of acts or circumstances likely to result in complaints of more than ordinary vehemence or numbers, regardless of whether any disciplinary action is indicated, is highly desirable from the standpoint of all concerned.

Published material pertaining to officer discipline may be found in Navy Regulations; General Orders; the Bureau of Naval Personnel Manual; the Manual for Courts-Martial, United States; the Manual of the Judge Advocate General;

and in Instructions and Notices promulgated from time to time by the Secretary of the Navy or by the Chief of Naval Personnel.

UNIFORM CODE OF MILITARY JUSTICE

Until 1951, the various branches of our Armed Forces were functioning under different military codes. The Army and Air Force were guided in the administration of discipline and in legal processes by the Army's Articles of War; the Navy, by the Articles for the Government of the Navy ("Rocks and Shoals"); and the Coast Guard, by the Disciplinary Laws of the Coast Guard. It was not surprising that an act that might be an offense in the eyes of the Navy might not be so judged by the Army. Even if the act were a breach of discipline in all branches of the Armed Forces, there was variance in the type of trial and severity of punishment awarded.

Following the passage of the National Security Act of 1947, it was recognized that a homogeneous code of military justice was a logical and necessary unification measure. After long investigation by various committees, James Forrestal, the Secretary of Defense, appointed an interservice committee to prepare a uniform code applicable to all branches of the Armed Forces. Following intensive study, the committee drafted what is now known as the Uniform Code of Military Justice (hereafter referred to as the code), which was passed by Congress on 5 May 1950, signed into law by the President, and became effective 31 May 1951. The Manual for Courts-Martial, United States, 1951 (MCM, 1951), which consolidated and standardized varying military legal procedures, became effective the same date.

By Act of 10 August 1956, the original law, as amended, was repealed and reenacted, without substantial change, as Chapter 47 of Title 10, United States Code; Chapter 47 contains, as sections 801-940 (10 USC 801-940), the 140 articles of the code.

In 1963, a tri-service committee was appointed to revise the MCM, mainly because of case decisions made by the Court of Military Appeals which required redefinition of some punitive articles. The revised manual was signed by President Johnson on 11 September 1968, making the Manual for Courts-Martial, United States, 1969 the new touchstone of military justice.

About a month after he signed the Executive Order promulgating the 1969 manual, the President signed into law the Military Justice Act of 1969, which requires increased lawyer participation in courts-martial and provides for other changes in court-martial procedure. The main provisions of that act became effective 1 August 1969, but they made necessary a substantial revision of the new MCM. Executive Order 11476 of 19 June 1969 promulgated the MCM, 1969 (Rev.).

Everyone in the Armed Forces must be familiar with the code. The code itself (in article 137) requires that certain articles of the code be explained periodically to enlisted personnel:

Art. 137. Articles to be explained.

> "Articles 2, 3, 7 through 15, 25, 27, 31, 37, 38, 55, 77 through 134, and 137 through 139 of this code shall be carefully explained to each enlisted member at the time of his entrance on active duty, or within six days thereafter. They shall be explained again after he has completed six months of active duty, and again at the time when he reenlists. A complete text of the Uniform Code of Military Justice and of the regulations prescribed by the President thereunder shall be made available to any person on active duty, upon his request, for his personal examination."

It is the duty of each naval officer to be fully aware of the substance and meaning of the specified articles; therefore, they are not further described in this text.

The regulations prescribed by the President are contained in MCM, 1969, (Rev.), with implementing regulations included in the Manual of the Judge Advocate General. Texts of articles designated by article 137 should be posted in a conspicuous place, readily accessible to personnel of the command. The Manual of Courts-Martial, should be consulted for more complete information on the provisions of the code when necessary.

Nonjudicial Punishment (NJP)

Nonjudicial punishment is regulated by Article 15, UCMJ, the Manual for Courts-Martial, and the JAG Manual. A letter report of the imposition of nonjudicial punishment, other than a letter of censure, under Article 15, UCMJ, is to be made to the Chief of Naval Personnel via the chain of command.

Except for an officer attached to or embarked in a vessel, nonjudicial punishment may not be imposed without affording the officer an opportunity to demand trial by court-martial in lieu of NJP.

Nonjudicial punishment may be:

1. imposed or recommended to higher authority on the basis of the record of a fact-finding body (Investigation or Court of Inquiry), or
2. imposed by a commanding officer on the basis of a mast or impartial hearing as prescribed in paragraph 133b, MCM.

In passing judgment, the commanding officer may:

1. dismiss the case,
2. officially warn the accused,
3. administer an oral or written admonition or reprimand,
4. administer punishment, or
5. order the accused to be tried by court-martial.

Figure 11-5 shows maximum punishments that may be imposed in the Navy through nonjudicial punishment. At the time that the commanding officer informs an accused of his punishment he must also inform him of his right to appeal.

LETTERS OF CENSURE. — An official letter that is written for the sole or chief purpose of making a final adversely critical determiniation of allegations of misconduct, error in judgment, or unsatisfactory performance of duty on the part of an officer, and that is destined for inclusion in the official record of that officer in the Bureau of Naval Personnel, is an "admonition" or "reprimand," and a "punishment" under the Uniform Code of Military Justice. This is true whether or not the censorious letter has the word "admonition" or the work "reprimand" as its subject or in the body of the letter.

		PUNISHMENT IMPOSED BY			
	Punishment	Flag or general officer in command	CO if LCDR or above	CO if below LCDR	OIC–any grade
OFFICER	Admonition or reprimand (more severe)	Yes	Yes	Yes	No
	Restriction	60 days	30 days	15 days –JAG Man. 0101–	No
	Arrest in quarters	30 days	No	No	No
	Forfeiture of pay	1/2 of 1 mo. pay per mo. for 2 mo.	No	No	No
	Detention of pay	1/2 of 1 mo. pay per mo. for 3 mo.	No	No	No

95.3.1

Figure 11-5. — Commanding officer's nonjudicial punishment authorized by Article 15, UCMJ.

The customary form for such a letter is an official letter addressed to the officer concerned, bearing the subject "Reprimand" or "Admonition" (in descending order of severity under naval usage). It contains a specific, narrative, factual description of the time, place, and circumstances of the acts or omissions of the officer concerned and of any consequences thereof; concluding that the officer is blameworthy under the circumstances set forth and that he is, by the letter addressed to him, "reprimanded" or "admonished." It informs him that a copy of the letter will be filed in his official record and advises him as to any right that he may have to appeal and/or to submit a written statement concerning the letter.

Effect of Censure. — A letter of censure normally represents final determination, adverse to the officer censured, of charges, allegations, or complaints against him. Under the code, an officer who has been addressed a letter of censure for a minor offense may not be thereafter convicted before a court-martial of the identical offense for which he was censured. If, however, a more serious offense has grown out of a minor offense for which the officer was censured, a letter of censure constitutes no bar to subsequent court-martial trial.

Whether or not any trial or other action follows the letter of censure, the filing of such a letter in an officer's official record is a matter of serious consequence, both immediate and long-range. The record is utilized in numerous connections, including determination of future assignments of the officer, consideration for selection for promotion, consideration for special training, consideration for transfer to another Corps or category, and evaluation in the Department of any subsequent adverse reports or complaints concerning the officer. Such an officer is naturally at a disadvantage when he is being considered in competition with others who have comparable experience and ability and whose records are unblemished. However, contrary to a frequently encountered assumption, there is no unwritten law of the Navy precluding any favorable consideration of an officer who has been censured on one or even more occasions. Consistently outstanding performance on the part of the censured officer may in time offset the effects of the censure.

Among the more frequently occurring causes for censure of officers are carelessness in the custody of registered publications and negligence in the performance of collateral duties, such as mess treasurer or auditing board duties. Such duties often constitute a junior officer's first independent responsibility and his first experience with business management and accounting procedures. There is, therefore, a great temptation to drift along, blindly following forms and procedures previously employed, and relying without question upon the assurances of subordinates. Among other occasions for censure of officers are minor security violations, failure to comply with censorship regulations and procedures when such are in effect, negligently damaging or failing to account for Government property, neglect of obligations to creditors or legal dependents, sharp or unethical private dealings, and isolated incidents of drunkenness while off duty or of boorish social behavior. Whether censure or more serious disciplinary action results from any of the actions cited above depends, of course, on the degree of the offense and on the surrounding circumstances.

COURTS-MARTIAL

Military offenses, as distinguished from conventional misdemeanors and crimes, may be divided into two classes: those involving neglect of duty, and those involving deliberate violations of instructions, orders, or regulations. Offenses classified as neglect of duty may result in punishment extending from loss of liberty to that awarded by a court-martial. Deliberate violations of instructions, orders, or regulations are usually tried by court-martial; such offenses, as a rule, lie not so much in the consequences of the act as in the defiance of authority. Offenses involving moral turpitude such as theft, forgery, rape, and murder invariably result in adjudication by naval court-martial.

When nonjudicial punishment is considered to be inadequate for an offense charged, the commanding officer may refer the case to one of three types of courts-martial. In ascending order of severity (punishment that may be awarded by the court) these are the summary, special, and general courts-martial. (A summary court-martial (discussed in chapter 12) does not have jurisdiction over officers.)

Special Court-Martial

For offenses that warrant greater punishment than a summary court-martial can adjudge, a commanding officer may convene a special court-martial (SpCM) to try any enlisted person or officer in his command. The SpCM has jurisdiction to try anyone subject to the code for any noncapital offense made punishable by UCMJ as well as for certain capital offenses. The convening authority draws up a convening order that specifies the time and place of meeting of the SpCM and indicates the composition of the court.

COMPOSITION.—Special courts-martial consist of:

1. Not less than three members; or
2. A military judge (formerly law officer; redesignated by the Military Justice Act of 1968) and not less than three members; or
3. Only a military judge, if one has been detailed to the court, and the accused, knowing the identity of the judge and after consultation with defense counsel, requests in writing a court composed only of a military judge, and the military judge approves.

The military judge is not a member of the court; thus he does not vote with the members. The senior officer appointed or present is the president of the court.

DETERMINATION OF FINDINGS.—In most cases, convictions and sentences require a two-thirds majority. In special courts-martial without a military judge, all other questions, such as those on challenges and interlocutory questions, are decided by a simple majority. A tie vote on a challenge disqualifies the member challenged. A tie vote on a motion for a finding of not guilty or on a question of accused's sanity is a determination against the accused. A tie vote on any other question is a determination in favor of the accused.

Voting is by secret ballot, and each member must vote. The junior member counts the votes, and the president verifies the count and announces the result of the ballot to the members of the court.

If a fraction results when the votes are counted, such fraction counts as one in favor of the accused; thus, if five members are to vote, a requirement that two-thirds concur is not met unless four concur.

AUTHORIZED PUNISHMENTS.—Special courts-martial may, under such limitations as the President may prescribe, adjudge any punishment not forbidden by the code except death, dishonorable discharge, dismissal, confinement for more than 6 months, hard labor without confinement for more than 3 months, forfeiture of pay exceeding two-thirds pay per month, forfeiture of pay for more than 6 months, or (for enlisted) detention of pay for more than two-thirds pay per month for 3 months.

Special courts-martial are not limited to one kind of punishment. Apportionment of confinement, restriction, and forfeiture or detention of pay may be made as in the summary court-martial. In adjudging a bad conduct discharge the court-martial cannot also adjudge forfeiture of all pay and allowances, but it may properly adjudge a forfeiture of two-thirds pay per month for not more than 6 months. Officers may not, by policy, be confined unless they have been sentenced to dismissal. Since a special court-martial cannot adjudge dismissal, it cannot award confinement to an officer.

General Court-Martial

A general court-martial (GCM) is the highest military tribunal. It may be convened only by the President, the Secretary of the Navy, a flag officer in command of a unit or activity of the Navy or Marine Corps, the commanding officer of a naval station or larger shore activity beyond the continental limits of the United States, and such other officers as may be authorized by the President or SECNAV.

A GCM has jurisdiction to try any person subject to the code for any offense made punishable by the code. It also may try anyone who by the law of war is subject to trial by a military tribunal.

No charge may be referred to a general court-martial for trial until it has been thoroughly and impartially investigated. At this pretrial investigation the accused has the right to be represented by counsel, to cross-examine available witnesses, to present anything he desires in his own behalf, to have the investigating officer examine available witnesses, and to make any statement he desires. If, as a result, it appears that the case may be referred to a general court-martial, the investigating officer makes a formal report to the officer who directed the investigation.

Ordinarily, the pretrial investigation is ordered by the commanding officer of the accused and the report is forwarded by him, with appropriate recommendation, to the officer exercising general court-martial jurisdiction.

When an officer who exercises general court-martial jurisdiction receives the charges, report of investigation, and allied papers, he refers them to his staff legal officer for consideration and advice. Before he refers the charge to a general court-martial, the officer exercising general court-martial jurisdiction assures himself that the charge alleges an offense under the code and that trial is warranted by evidence indicated in the report.

COMPOSITION. — A general court-martial consists of a military judge and not less than five members. (The military judge is not a member of the court; thus he does not vote.) The convening authority appoints a trial counsel and a defense counsel — both of whom are judge advocates, properly certified — as well as such assistants as he deems necessary. Note that the presence of a military judge is mandatory, as are the qualifications of counsel.

DETERMINATION OF FINDINGS. — A conviction of any offense that carries a mandatory death penalty requires the concurrence of all members present; and no person may be sentenced to death unless all members present concur. A three-fourths majority of all members present is required to vote a penalty of life imprisonment or confinement in excess of 10 years. Convictions of offenses not carrying a mandatory death penalty require a two-thirds majority; and all sentences, other than death, life imprisionment, or confinement in excess of 10 years, require the vote of two-thirds of the members present when the sentence is voted on. All other questions to be decided by the members require, as in a special court-martial, a simple majority.

AUTHORIZED PUNISHMENTS. — A general court-martial can adjudge any punishment not forbidden by article 55 of UCMJ, including death (when specifically authorized by the code. such as for desertion in time of war, mutiny, sedition, or spying), confinement for life, dishonorable discharge, bad conduct discharge, dismissal of an officer, and total forfeiture of pay during the remaining period of a man's obligated service.

Reviews of Courts-Martial

When a person has been tried and convicted by court-martial, the machinery for review of the court's findings and sentence is automatically set in motion.

Review means study by higher authorities, or by a higher court, to see whether the trial court acted correctly, whether the accused person was denied any rights to which he was entitled, and whether the sentence was illegal or too severe. A review is very much like an appeal from a civilian trial court to a higher court and is designed to accomplish the same purpose. The important difference is that reviews of court-martial trials are automatic; that is, every convicted person in the service is entitled to a review at no cost. At several stages before the review is finished, findings may be set aside in whole or in part; charges may be dismissed; or the sentence may be reduced, but it may never be increased.

The convening authority (CA) reviews the record of each court-martial convened by him, after his staff judge advocate or legal officer has studied the complete record and rendered an opinion to the CA concerning adequacy and weight of evidence in the case, irregularities respecting the proceedings, and so on. With this opinion before him, the CA may, among other actions, approve or disapprove the findings and sentence or any part of them, direct a rehearing, or take such other action as is provided by the code. When a trial results in an acquittal or a finding or not guilty, however, the CA may not disturb it or send the case back to the court for reconsideration.

In the case of a summary or special court-martial, the CA then forwards the record, with his recommendations, to the superior exercising general court-martial jurisdiction over the command for further review. A staff legal officer or judge advocate furnishes that superior with a second legal opinion on the merits of the case. The officer exercising general court-martial jurisdiction may, with reason, override the action of the CA. There might be, for example, a fatal error not discovered by the CA's legal officer which would necessitate a rehearing. In any event, the superior exercising general court-martial jurisdiction, may in the interest of justice, set aside in whole or in part findings of guilty and the sentence, thereby restoring any rights and privileges affected by the part of the sentence set aside. He may mitigate or suspend any part or amount of the unexecuted portion of the sentence. (Many sentences may be executed upon their approval by the convening authority.)

The record of trial for a special court-martial involving a bad-conduct discharge, with the recommendations of both the CA and the officer exercising general court-martial jurisdiction, is forwarded to the Office of the Judge Advocate General.

The CA ordinarily forwards a record of trial by self-convened general court-martial direct to the Office of JAG (the CA having general court-martial jurisdiction, no intermediate review is needed).

COURT OF MILITARY REVIEW.—Within the office of the Judge Advocate General is a Court of Military Review, consisting of three-judge appellate review panels, which has the function of reviewing the record of every case in which an approved sentence affects a flag officer or in which a sentence imposes the death penalty, the dismissal of an officer, a dishonorable or bad-conduct discharge, or confinement for 1 year or more (the appellate military judges may be commissioned officers or civilians). General courts-martial not included in the category of those automatically reviewed by the Court of Military Review are reviewed by other qualified lawyers in the Office of JAG.

A review panel considers all the facts and law involved in any case under review. It may, among other actions, reduce the sentence to whatever penalty it thinks appropriate, set aside the entire findings and sentence and order a rehearing, or order the charges dismissed. The Judge Advocate General, unless there is to be further action by the Court of Military Appeals, normally instructs the convening authority to take action in accordance with the decision of the Court of Military Review.

Upon the request of a convicted offender whose trial record is before the Court of Military Review a qualified lawyer is assigned to represent him before the Court.

COURT OF MILITARY APPEALS.—Above the Court of Military Review is a "supreme court" of military justice, the Court of Military Appeals, composed of three civilian judges appointed by the President and confirmed by the Senate.

Every offender whose conviction has been passed upon and upheld by the Court of Military Review has the right to petition the Court of Military Appeals to review his case. Such appeals are not automatic, but if the petition is granted by the high court, the convicted person is entitled to a lawyer, who will prepare a brief for him and argue his case before the court. If the accused desires, he may employ civilian counsel.

DETACHMENT FOR CAUSE

"Detachment of an officer for cause" requests may be submitted for unsatisfactory performance of duty, misconduct, unsuitability, and for other reasons. As a matter of policy, the Chief of Naval Personnel considers that shore commands, particularly those in the Continental United States, should be capable of dealing with a problem officer without resorting to a request for his detachment for cause, and as a general rule, does not approve such requests. An exception to this policy might be the case of an officer whose repeated misconduct while assigned to a relatively independent, isolated area has caused considerable damage to the prestige of the Navy.

Command responsibilities preceding a request for detachment and the procedures for submission of such requests are given in BUPERSMAN 3410100.

OFFICER IN A DISCIPLINARY STATUS

An officer may, but need not always, be considered as being in a disciplinary status when he has been recommended for trial by court-martial or is under consideration for either nonjudicial punishment or administrative discharge. An officer who has tendered a resignation which provides for an other than honorable discharge either "for the good of the service" or "for the good of the service and to escape trial by general court-martial" is to be considered as being in a disciplinary status.

Local restrictions imposed for the custody of an officer in a disciplinary status are at the discretion of the local command.

Orders to an officer to be transferred in a disciplinary status normally contain the phrase "For further assignment by the Chief of Naval Personnel." For additional information, refer to BUPERSMAN 3410100.

In any case where disciplinary action relating to an officer is initiated or where it appears that adverse matter may be made a part of his official record, the matter must be referred to the officer concerned for his statement, in compliance with Navy Regulations as was discussed under "Fitness Reports."

SUMMARY

Fitness reports are vitally important to every officer's career. Thus every officer should understand their use and his responsibilities for their completion. No adverse material may be placed in any officer's record without his knowledge and without affording him the opportunity to submit a written statement. An officer may request copies of his five most recent fitness reports from BUPERS.

Fitness reports are used by assignment officers and by selection boards convened to recommend for promotion those officers considered best qualified. Officer promotions are controlled by distribution, flow rate, and attrition.

Officer discipline is normally adequately handled through the fitness report process. In instances where notations in fitness reports are not adequate or sufficient, action may be taken under the Uniform Code of Military Justice or through courts-martial.

CHAPTER 12

ENLISTED PERFORMANCE AND EVALUATION

Unlike their responsibility for decisions with respect to officer personnel, the secretaries of the military departments usually do not make decisions in individual cases concerning enlisted personnel. The Secretary of the Navy's participation in the administration of such personnel, therefore, is limited to broad policy decisions and the prescription of general regulations. Overall administration is a responsibility of the Chief of Naval Personnel who has delegated to commanding officers and officers in charge the day-to-day administration within prescribed policy, regulation, and procedure.

A commanding officer's administrative duties include the periodic evaluation of the performance of each enlisted person under his command. The official evaluation becomes a part of the individual's Enlisted Performance Record (page 9 of the service record), thus providing a permanent chronological appraisal of his performance of duty.

PERFORMANCE EVALUATION SYSTEM

The Enlisted Performance Evaluation System is used (1) to determine the eligibility of an individual for reenlistment (as discussed in chapter 9), for honorable discharge (discussed in chapter 16), and for award of the Good Conduct Medal; (2) to permit commanding officers to influence positively the advancement opportunities of outstanding individuals; and (3) to assist various boards in their selection of personnel for advancement, appointment to commissioned status, and assignment to special duties and special educational programs.

Individuals within a pay grade are evaluated against the performance of others in the same pay grade. The final evaluation of the several factors should accurately reflect the performance of the member as an individual and his worth to the Navy.

Enlisted personnel in pay grades E-1 through E-6 are evaluated in the areas of professional performance, military behavior, leadership and supervisory ability, military appearance, and adaptability. The Report of Enlisted Performance Evaluation, NAVPERS 792, is used in evaluating the performance of enlisted members below chief petty officer. (See fig. 12-1.)

Personnel in pay grades E-7 through E-9 are evaluated in such areas as performance of duty, endurance, personal appearance, cooperativeness, reliability, initiative, conduct, potential, resourcefulness, leadership, and ability to communicate orally and in writing. Chief petty officers, senior, and master chief petty officers are evaluated on the Evaluation Report for Pay Grades E-7, E-8, and E-9, NAVPERS 1616/8 (figs. 12-2 and 12-3).

The enlisted performance evaluation forms are currently being revised to adapt these reports to modern electronic processing capabilities; therefore, they are not discussed at length in this text. Consult BUPERSMAN for current detailed instructions for completing enlisted performance evaluations.

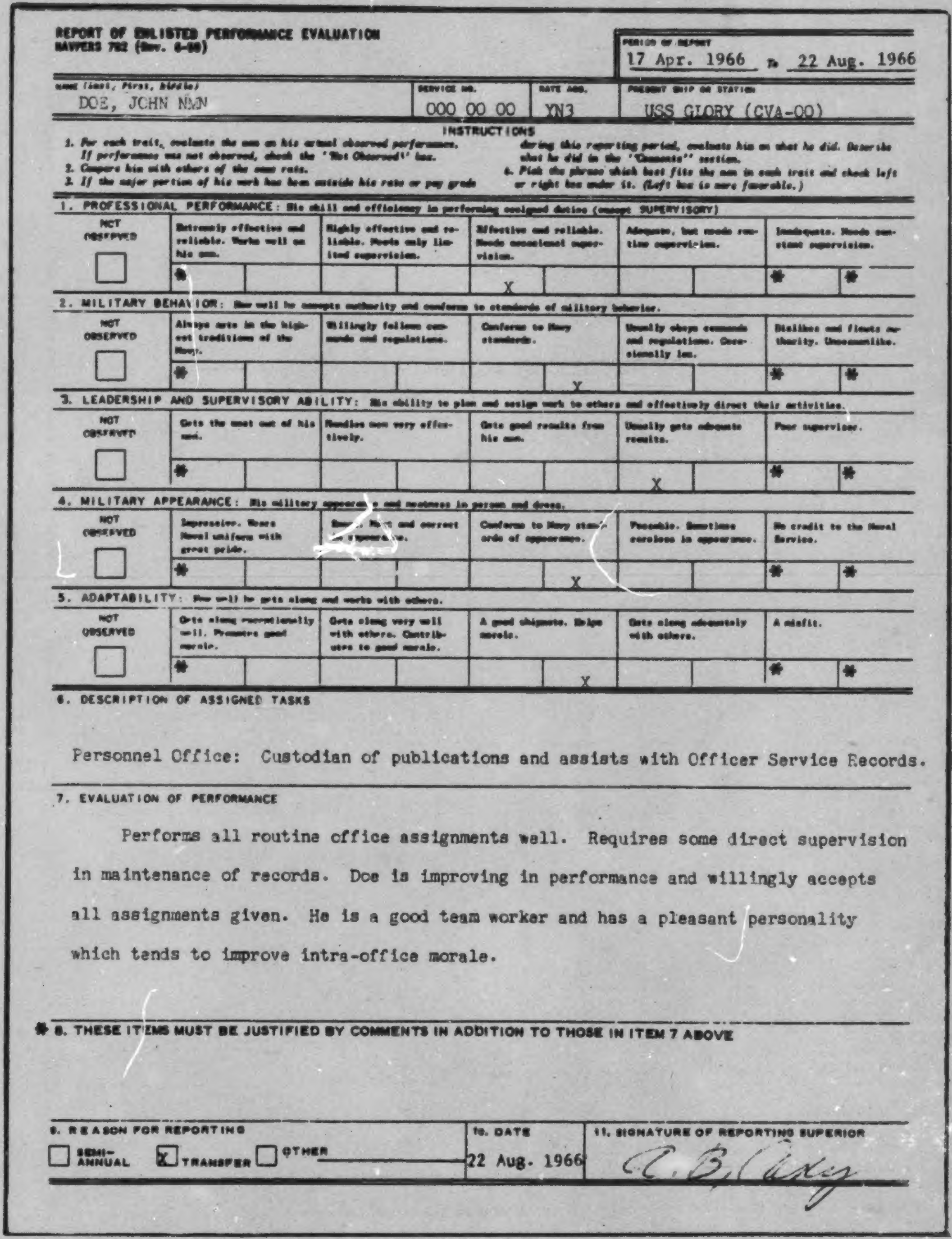
REGULAR AND SPECIAL REPORTS

There are two kinds of enlisted evaluation reports—regular and special.

A regular Report of Enlisted Performance Evaluation is one that is submitted annually or semiannually as indicated below and which covers the entire evaluation period or a significant portion thereof:

Pay Grade

E-1, E-2, E-3—1 March and 1 September
E-4—1 April and 1 October
E-5—1 May and 1 November
E-6—1 June and 1 December
E-7, E-8, E-9—16 January



REPORT OF ENLISTED PERFORMANCE EVALUATION
NAVPERS 792 (Rev. 6-60)

PERIOD OF REPORT: 17 Apr. 1966 to 22 Aug. 1966

NAME (Last, First, Middle)	SERVICE NO.	RATE ABB.	PRESENT SHIP OR STATION
DOE, JOHN NMN	000 00 00	YN3	USS GLORY (CVA-00)

INSTRUCTIONS

1. For each trait, evaluate the man on his actual observed performance. If performance was not observed, check the 'Not Observed' box.
2. Compare him with others of the same rate.
3. If the major portion of his work has been outside his rate or pay grade during this reporting period, evaluate him on what he did. Describe what he did in the "Comments" section.
4. Pick the phrase which best fits the man in each trait and check left or right box under it. (Left box is more favorable.)

1. PROFESSIONAL PERFORMANCE: His skill and efficiency in performing assigned duties (except SUPERVISORY)

NOT OBSERVED	Extremely effective and reliable. Works well on his own.		Highly effective and reliable. Needs only limited supervision.		Effective and reliable. Needs occasional supervision.		Adequate, but needs routine supervision.		Inadequate. Needs constant supervision.	
☐	*				X				*	*

2. MILITARY BEHAVIOR: How well he accepts authority and conforms to standards of military behavior.

NOT OBSERVED	Always acts in the highest traditions of the Navy.		Willingly follows commands and regulations.		Conforms to Navy standards.		Usually obeys commands and regulations. Occasionally lax.		Dislikes and flouts authority. Unseamanlike.	
☐	*					X			*	*

3. LEADERSHIP AND SUPERVISORY ABILITY: His ability to plan and assign work to others and effectively direct their activities.

NOT OBSERVED	Gets the most out of his men.		Handles men very effectively.		Gets good results from his men.		Usually gets adequate results.		Poor supervisor.	
☐	*						X		*	*

4. MILITARY APPEARANCE: His military appearance and neatness in person and dress.

NOT OBSERVED	Impressive. Wears Naval uniform with great pride.		Smart. Neat and correct in appearance.		Conforms to Navy standards of appearance.		Passable. Sometimes careless in appearance.		No credit to the Naval Service.	
☐	*					X			*	*

5. ADAPTABILITY: How well he gets along and works with others.

NOT OBSERVED	Gets along exceptionally well. Promotes good morale.		Gets along very well with others. Contributes to good morale.		A good shipmate. Helps morale.		Gets along adequately with others.		A misfit.	
☐	*					X			*	*

6. DESCRIPTION OF ASSIGNED TASKS

Personnel Office: Custodian of publications and assists with Officer Service Records.

7. EVALUATION OF PERFORMANCE

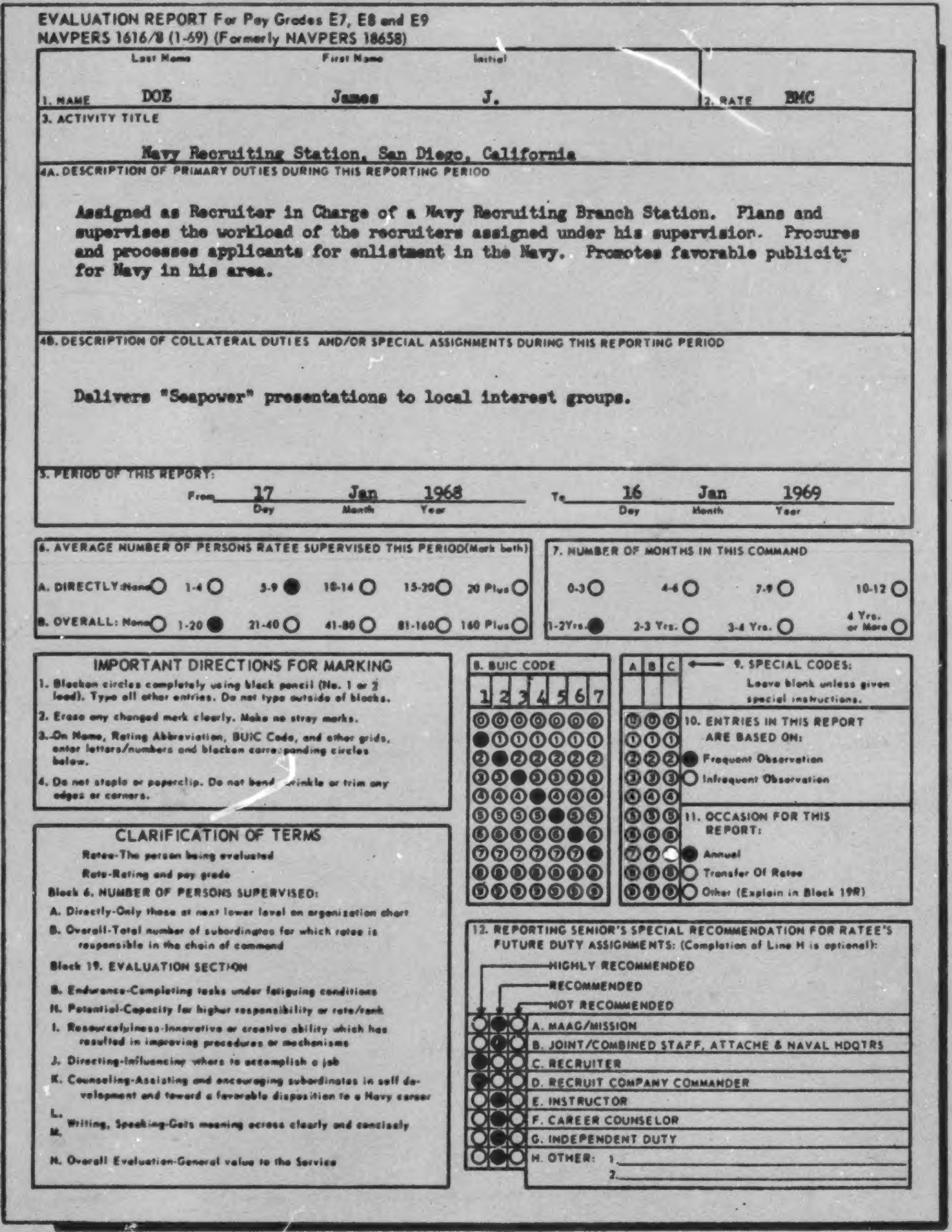
Performs all routine office assignments well. Requires some direct supervision in maintenance of records. Doe is improving in performance and willingly accepts all assignments given. He is a good team worker and has a pleasant personality which tends to improve intra-office morale.

*** 8. THESE ITEMS MUST BE JUSTIFIED BY COMMENTS IN ADDITION TO THOSE IN ITEM 7 ABOVE**

9. REASON FOR REPORTING	10. DATE	11. SIGNATURE OF REPORTING SUPERIOR
☐ SEMI-ANNUAL ☒ TRANSFER ☐ OTHER ________	22 Aug. 1966	C. B. Cady

21.45

Figure 12-1.—Completed worksheet (NAVPERS 792) for enlisted performance evaluation.



EVALUATION REPORT For Pay Grades E7, E8 and E9
NAVPERS 1616/8 (1-69) (Formerly NAVPERS 18658)

1. NAME — Last Name: DOE — First Name: James — Initial: J.

2. RATE: BMC

3. ACTIVITY TITLE

Navy Recruiting Station, San Diego, California

4A. DESCRIPTION OF PRIMARY DUTIES DURING THIS REPORTING PERIOD

Assigned as Recruiter in Charge of a Navy Recruiting Branch Station. Plans and supervises the workload of the recruiters assigned under his supervision. Procures and processes applicants for enlistment in the Navy. Promotes favorable publicity for Navy in his area.

4B. DESCRIPTION OF COLLATERAL DUTIES AND/OR SPECIAL ASSIGNMENTS DURING THIS REPORTING PERIOD

Delivers "Seapower" presentations to local interest groups.

5. PERIOD OF THIS REPORT:

From 17 (Day) Jan (Month) 1968 (Year) To 16 (Day) Jan (Month) 1969 (Year)

6. AVERAGE NUMBER OF PERSONS RATEE SUPERVISED THIS PERIOD (Mark both)

A. DIRECTLY: None ○ 1-4 ○ 5-9 ● 10-14 ○ 15-20 ○ 20 Plus ○

B. OVERALL: None ○ 1-20 ● 21-40 ○ 41-80 ○ 81-160 ○ 160 Plus ○

7. NUMBER OF MONTHS IN THIS COMMAND

0-3 ○ 4-6 ○ 7-9 ○ 10-12 ○

1-2 Yrs. ● 2-3 Yrs. ○ 3-4 Yrs. ○ 4 Yrs. or More ○

IMPORTANT DIRECTIONS FOR MARKING

1. Blacken circles completely using black pencil (No. 1 or 2 lead). Type all other entries. Do not type outside of blocks.
2. Erase any changed mark clearly. Make no stray marks.
3. On Name, Rating Abbreviation, BUIC Code, and other grids, enter letters/numbers and blacken corresponding circles below.
4. Do not staple or paperclip. Do not bend, wrinkle or trim any edges or corners.

CLARIFICATION OF TERMS

Ratee-The person being evaluated

Rate-Rating and pay grade

Block 6. NUMBER OF PERSONS SUPERVISED:

A. Directly-Only those at next lower level on organization chart

B. Overall-Total number of subordinates for which ratee is responsible in the chain of command

Block 19. EVALUATION SECTION

B. Endurance-Completing tasks under fatiguing conditions

H. Potential-Capacity for higher responsibility or rate/rank

I. Resourcefulness-Innovative or creative ability which has resulted in improving procedures or mechanisms

J. Directing-Influencing others to accomplish a job

K. Counseling-Assisting and encouraging subordinates in self development and toward a favorable disposition to a Navy career

L. M. Writing, Speaking-Gets meaning across clearly and concisely

N. Overall Evaluation-General value to the Service

8. BUIC CODE

1	2	3	4	5	6	7
⓪	⓪	⓪	⓪	⓪	⓪	⓪
●	①	①	①	①	①	①
②	●	②	②	②	②	②
③	③	●	③	③	③	③
④	④	④	●	④	④	④
⑤	⑤	⑤	⑤	●	⑤	⑤
⑥	⑥	⑥	⑥	⑥	●	⑥
⑦	⑦	⑦	⑦	⑦	⑦	●
⑧	⑧	⑧	⑧	⑧	⑧	⑧
⑨	⑨	⑨	⑨	⑨	⑨	⑨

9. SPECIAL CODES: Leave blank unless given special instructions.

A	B	C
⓪	⓪	⓪
①	①	①
②	②	②
③	③	③
④	④	④
⑤	⑤	⑤
⑥	⑥	⑥
⑦	⑦	⑦
⑧	⑧	⑧
⑨	⑨	⑨

10. ENTRIES IN THIS REPORT ARE BASED ON:

● Frequent Observation

○ Infrequent Observation

11. OCCASION FOR THIS REPORT:

● Annual

○ Transfer Of Ratee

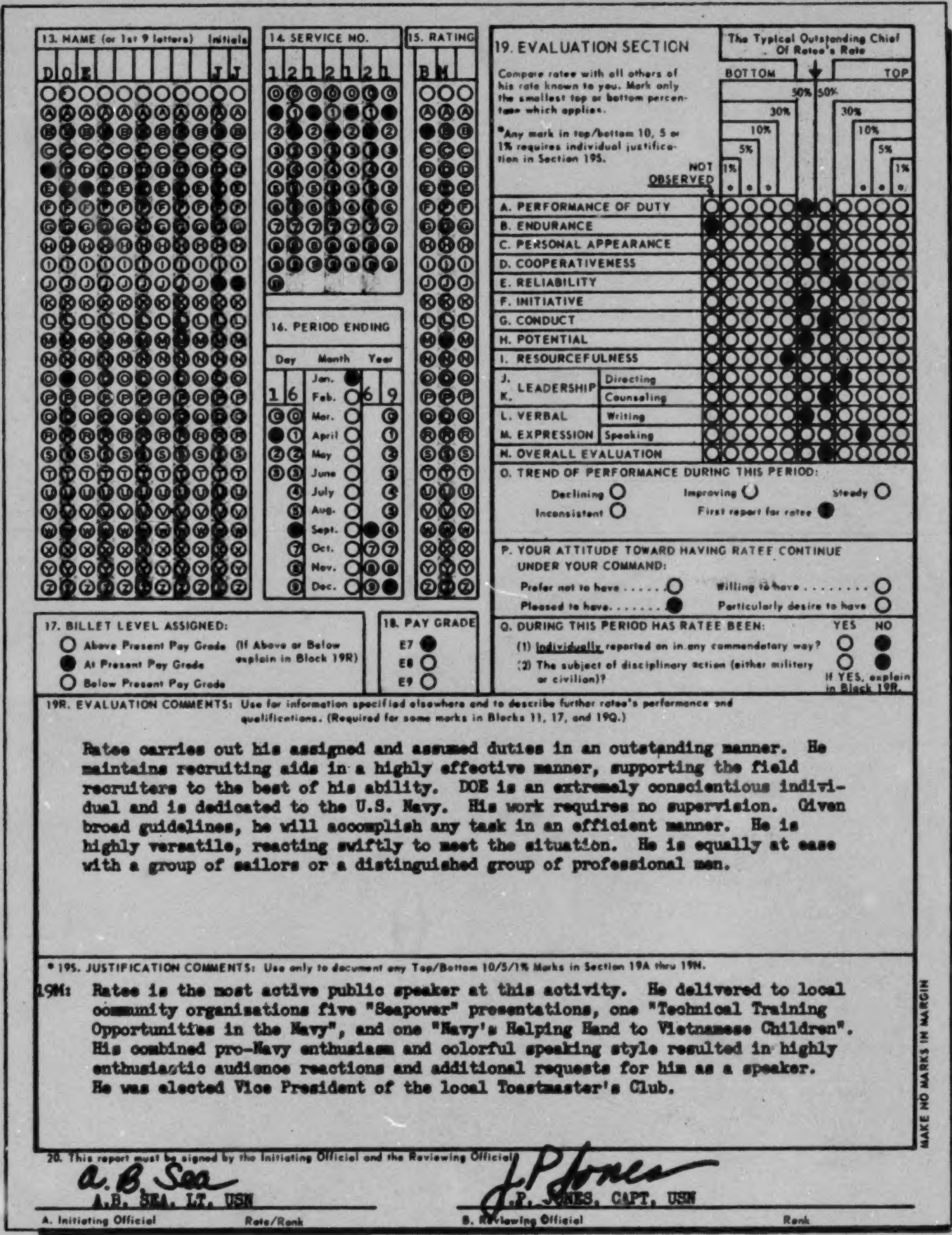
○ Other (Explain in Block 19R)

12. REPORTING SENIOR'S SPECIAL RECOMMENDATION FOR RATEE'S FUTURE DUTY ASSIGNMENTS: (Completion of Line H is optional):

HIGHLY RECOMMENDED	RECOMMENDED	NOT RECOMMENDED	
○	●	○	A. MAAG/MISSION
○	●	○	B. JOINT/COMBINED STAFF, ATTACHE & NAVAL HDQTRS
●	○	○	C. RECRUITER
●	○	○	D. RECRUIT COMPANY COMMANDER
○	●	○	E. INSTRUCTOR
○	●	○	F. CAREER COUNSELOR
○	●	○	G. INDEPENDENT DUTY
○	●	○	H. OTHER: 1.______ 2.______

169.7.1

Figure 12-2.—Evaluation Report For Pay Grades E7, E8, and E9, NAVPERS 1616/8 (1-69)—Front.



13. NAME (or 1st 9 letters) Initials

D O E J J

14. SERVICE NO.

1 2 1 2 1 2 1

15. RATING

B M

16. PERIOD ENDING

Day Month Year

1 6 Jan. ● 6 9

17. BILLET LEVEL ASSIGNED:

○ Above Present Pay Grade (If Above or Below explain in Block 19R)
● At Present Pay Grade
○ Below Present Pay Grade

18. PAY GRADE

E7 ●
E8 ○
E9 ○

19. EVALUATION SECTION

Compare ratee with all others of his rate known to you. Mark only the smallest top or bottom percentage which applies.

*Any mark in top/bottom 10, 5 or 1% requires individual justification in Section 19S.

The Typical Outstanding Chief Of Ratee's Rate

	NOT OBSERVED	BOTTOM 1%*	5%*	10%*	30%	50%	TOP 50%	30%	10%*	5%*	1%*
A. PERFORMANCE OF DUTY	○	○	○	○	○	●	○	○	○	○	○
B. ENDURANCE	●	○	○	○	○	○	○	○	○	○	○
C. PERSONAL APPEARANCE	○	○	○	○	○	●	○	○	○	○	○
D. COOPERATIVENESS	○	○	○	○	○	○	●	○	○	○	○
E. RELIABILITY	○	○	○	○	○	○	○	●	○	○	○
F. INITIATIVE	○	○	○	○	○	●	○	○	○	○	○
G. CONDUCT	○	○	○	○	○	○	●	○	○	○	○
H. POTENTIAL	○	○	○	○	○	●	○	○	○	○	○
I. RESOURCEFULNESS	○	○	○	○	●	○	○	○	○	○	○
J. LEADERSHIP Directing	○	○	○	○	○	○	○	●	○	○	○
K. LEADERSHIP Counseling	○	○	○	○	○	○	●	○	○	○	○
L. VERBAL EXPRESSION Writing	○	○	○	○	○	●	○	○	○	○	○
M. VERBAL EXPRESSION Speaking	○	○	○	○	○	○	○	○	●	○	○
N. OVERALL EVALUATION	○	○	○	○	○	○	●	○	○	○	○

O. TREND OF PERFORMANCE DURING THIS PERIOD:

Declining ○ Improving ○ Steady ○
Inconsistent ○ First report for ratee ●

P. YOUR ATTITUDE TOWARD HAVING RATEE CONTINUE UNDER YOUR COMMAND:

Prefer not to have . . . . . ○ Willing to have . . . . ○
Pleased to have. . . . . . . ● Particularly desire to have ○

Q. DURING THIS PERIOD HAS RATEE BEEN:	YES	NO
(1) Individually reported on in any commendatory way?	○	●
(2) The subject of disciplinary action (either military or civilian)?	○	●
	If YES, explain in Block 19R.	

19R. EVALUATION COMMENTS: Use for information specified elsewhere and to describe further ratee's performance and qualifications. (Required for some marks in Blocks 11, 17, and 19Q.)

Ratee carries out his assigned and assumed duties in an outstanding manner. He maintains recruiting aids in a highly effective manner, supporting the field recruiters to the best of his ability. DOE is an extremely conscientious individual and is dedicated to the U.S. Navy. His work requires no supervision. Given broad guidelines, he will accomplish any task in an efficient manner. He is highly versatile, reacting swiftly to meet the situation. He is equally at ease with a group of sailors or a distinguished group of professional men.

* 19S. JUSTIFICATION COMMENTS: Use only to document any Top/Bottom 10/5/1% Marks in Section 19A thru 19N.

19M: Ratee is the most active public speaker at this activity. He delivered to local community organizations five "Seapower" presentations, one "Technical Training Opportunities in the Navy", and one "Navy's Helping Hand to Vietnamese Children". His combined pro-Navy enthusiasm and colorful speaking style resulted in highly enthusiastic audience reactions and additional requests for him as a speaker. He was elected Vice President of the local Toastmaster's Club.

MAKE NO MARKS IN MARGIN

20. This report must be signed by the Initiating Official and the Reviewing Official.

A. B. Sea
A.B. SEA, LT, USN
A. Initiating Official Rate/Rank

J. P. Jones
J.P. JONES, CAPT, USN
B. Reviewing Official Rank

169.7.2

Figure 12-3.— Evaluation Report For Pay Grades E7, E8 and E9, NAVPERS 1616/8 (1-69) — Back.

A special report is one that is submitted at some time other than the prescribed reporting date for regular evaluations. Special evaluations are submitted (1) in all cases of reduction in pay grade; (2) on transfer for permanent change of station or completion of temporary duty/temporary additional duty, if 90 days or more of the current reporting period have elapsed; and (3) on transfer for temporary additional duty if 90 days or more of the current reporting period have elapsed and if it is expected that the transferee will not have returned to his permanent duty station by the next prescribed evaluation date.

Special evaluations may also be made at any time when the individual's performance indicates that special cognizance should be taken of an outstanding occurrence either meritorious or derogatory. Special evaluations may not be made for the sole purpose of increasing an individual's performance average.

MEMORANDUM ENTRIES

Memorandum entries are single line, dated entries on page 9 of the service record (shown in chapter 8) which make note of significant events during an enlistment. Some entries refer to an entry on another page of the service record. Memorandum entries are made without a special evaluation, without the assignment of marks, and in appropriate cases, should include reference to the applicable page of the service record (e.g., Court Memorandum or Administrative Remarks page) containing further information. Memorandum entries entered during an evaluation period may be considered in adjusting the individual's initial evaluation for that period as is considered appropriate by the commanding officer or his designee.

Normally, the following types of occurrences require memorandum entries on page 9 of the service record.

1. Date of enlistment, reenlistment or entry on active duty.
2. Period of recruit training.
3. Meritorious mast or commendation. (See BUPERSMAN 3410200.)
4. Recommended for advancement to pay grade E-4 or above.
5. Performance of duties normally performed by personnel of a higher rate.
6. Change in pay grade or rating.
7. Extension of enlistment.
8. Imposition of nonjudicial punishment.
9. Conviction by court-martial.
10. Conviction by civil authorities (including forfeiture of bail).
11. Restoration to duty after serving a period of confinement.
12. Individual trait averages and overall trait average.
13. Recommendation regarding reenlistment.

This list is by no means complete. Commanding officers may make memorandum entries on page 9 for any reason they consider appropriate.

PREPARATION OF EVALUATION REPORTS

Commanding officers are required to ensure that at least one evaluation, either regular or special, is made during the prescribed period for all enlisted personnel under their command and that the numerical results of these evaluations (from NAVPERS 792) or trait marks (from NAVPERS 1616/8) are entered in each man's service record as of the prescribed date in accordance with BUPERSMAN and BUPERSINST 1616.7A.

Although the individual's division officer or appropriate petty officer makes the initial evaluation, the commanding officer is responsible for the final evaluation entered in the service record. He must ensure that each evaluation is based objectively upon the individual's abilities and demonstrated performance during the specific period of time involved as compared to established Navy standards and the performance of the man's contemporaries. To this end, he should ensure that division officers and appropriate petty officers are aware of the applicable criteria of evaluation so that initial appraisals are consistent with the intent of the enlisted performance evaluation system as set forth in BUPERSMAN and BUPERSINST 1616.7A.

Before approving them for entry on page 9 of the service record (see fig. 8-7), the commanding officer may find it necessary to modify initial evaluations to reflect memorandum service record entries which were not considered by those who made the initial appraisals.

While the commanding officer has authority to revise or modify initial evaluations, this authority does not extend to final evaluations (i.e., those which are approved and entered in the service record) except in those instances in which the assigned marks include consideration of offenses for which punishment was awarded and the NJP or court-martial proceedings are subsequently set aside or an error has been made in recording the evaluation and the error is corrected with the approval of the Chief of Naval Personnel.

The commanding officer should ensure that each evaluation assigned is a true evaluation of the member. The completed evaluation is a valuable leadership tool for counseling members on any shortcomings or weaknesses commented on in their evaluation reports. Commanding officers should establish procedures for enlisted members to review their evaluation reports periodically with their division or personnel officer.

ADVANCEMENT

Because the commanding officer makes or withholds recommendations for advancement on the basis of a man's record and his current performance, the evaluation system is of major importance to the enlisted man's career.

Procedures and requirements for advancement are published in the Manual of Advancement (ADVMAN), NAVPERS 15989, the Manual of Qualifications for Advancement, NAVPERS 18068, the Bureau of Naval Personnel Manual, and in various bureau directives.

The primary requirement for advancement to pay grade E-2 is completion of recruit training. Advancement to pay grade E-3 requires successful completion of a locally administered (prepared) examination. Generally, advancement to all petty officer grades requires successful completion of a Navy-wide examination. At present, examinations are given twice annually for advancement to pay grades E-4 through E-7 and once a year for advancement to E-8 and E-9. Examinations are given on a Navy-wide basis, with all candidates taking the examination on the same day throughout the Navy. (Provisions exist for the administration of substitute examinations to individual candidates who, through no fault of their own, were unable to take the examination at the regularly scheduled time, see ADVMAN for details.)

To assist personnel in preparing for Navy-wide examinations, rate training manuals (RTMs) and enlisted correspondence courses are provided, which, together with the schools maintained by the Navy, augment the men's on-the-job training.

To be eligible to compete in Navy-wide advancement examinations, each prospective candidate must first:

1. Be recommended by his commanding officer.
2. Successfully complete required practical factors (discussed in chapter 8).
3. Successfully complete required rate training manuals.
4. Successfully complete performance tests, if required.
5. Successfully complete service school, if required.
6. Fulfill service requirements, both time in service and time in pay grade.
7. Be in the proper path of advancement.

Authorization for advancement of eligible personnel to pay grades E-4 through E-7 is based upon the final multiple standing of each individual within his rating and pay grade. The following factors are considered in determining the final multiple score:

Factors	Maximum Value
Examination score	80
Performance evaluation (average of enlisted performance marks during minimum period of eligibility)	50
Time in service (1 point for each year)	20
Time in present pay grade (2 points for each year)	20
Medals and awards	15
	185

Selection of personnel for pay grades E-8 and E-9 is accomplished by a selection board convened in the Navy Department.

The final decision as to whether a person will be advanced rests with the commanding officer. Even though notification may have been received that a man has "successfully completed the examination and may be advanced within quota limitations," he will not be advanced if his commanding officer determines that he is not currently qualified.

Advancement to the highest enlisted rate does not represent the ultimate attainment possible to the enlisted man. For the especially qualified individual there are avenues of advancement to commissioned status. The requirements as to age, education, and service vary with the different programs, as discussed in chapters 9 and 10.

ENLISTED DISCIPLINE

While the term "discipline," in a military sense, is usually thought of as implying punishment, actually the best form of discipline is of a preventive nature. By this is meant the development of attitudes in persons which lead them to respect the necessity for regulations and for conforming to these. Effective leadership by officers and petty officers is the best means of instilling such attitudes in the men under their charge; all methods which emphasize self-respect, personal pride, and loyalty to the organization and to the Navy are effective.

Where breaches of regulation occur, however, resort to punitive measures is necessary to uphold established standards, to correct the offender, and to serve as a deterrent to others. The penal statutes of the Armed Forces are set forth in the Uniform Code of Military Justice (UCMJ), which defines the various forms of conduct which constitute offenses. It also contains the procedural framework for the administration of the disciplinary system. The Code, together with its implementing regulations (the Manual for Courts-Martial, U.S. (MCM), and the Manual of the Judge Advocate General), is the fundamental source of information on the Navy's judicial system. (The UCMJ is discussed in chapter 11 of this text.) In addition, pertinent instructions are published from time to time by the Secretary of the Navy, the Judge Advocate General, and the Chief of Naval Personnel. Published Digests of Opinions and Courts-Martial Reports are further sources of information on the system.

AUTHORITY TO PUNISH

Crimes and military offenses committed while men are in service call for different degrees of punishment. But all the courts do not have the power to award all the possible punishments. In addition to any limitation of punishment applicable to the specific offense, the type of court decided upon by a commander to try a man determines the greatest punishment the man can receive. From the lowest to the highest, authority to award military punishment is vested in the following:

1. Commanding officer's nonjudicial punishment (NJP).
2. Summary court-martial (SCM).
3. Special court-martial (SpCM).
4. General court-martial (GCM).

(Special and general court-martial proceedings are discussed in ch. 11.)

Authority for action in cases of minor offenses, which the commanding officer can usually dispose of through nonjudicial punishment (NJP) at Captain's Mast, is contained in Article 15 of the Uniform Code of Military Justice. (See fig. 12-4.)

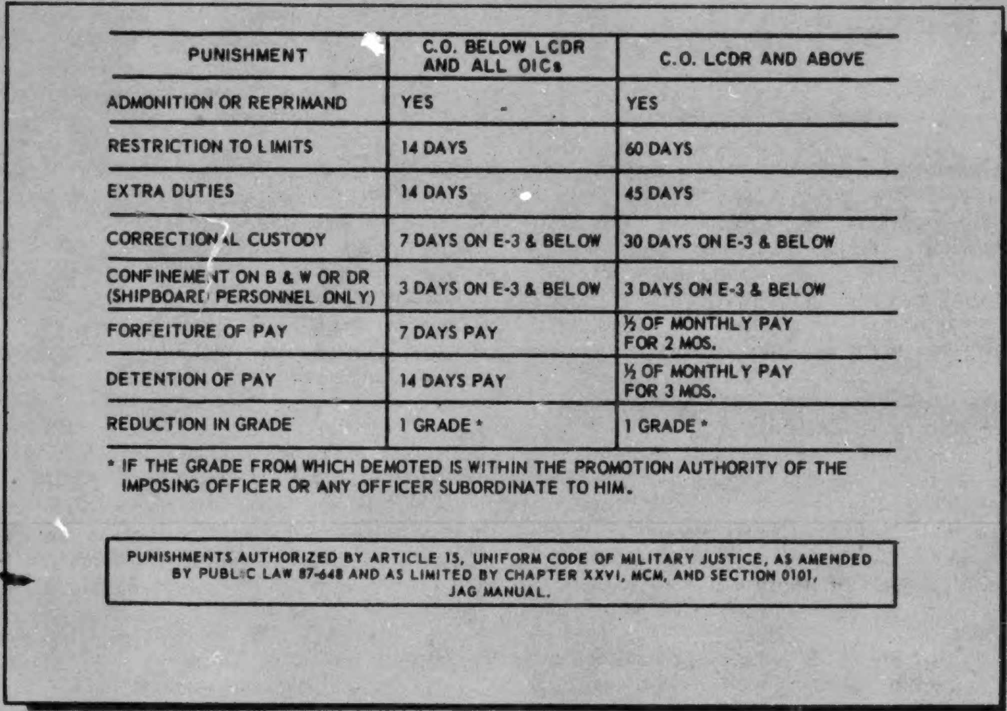
For more serious offenses, trial by court-martial is usually directed, with conviction resulting in more stringent punishment such as confinement at hard labor, dishonorable or bad conduct discharge, and, for certain specified offenses, death, A further function accomplished by courts-martial, in addition to and as part of the punishment adjudged, is ridding the service of persons who have proven to be improper subjects for retention.

In addition to the disciplinary measures referred to above, enlisted personnel, who have demonstrated by their performance or by the possession of certain personal characteristics that they are unsatisfactory for retention, may be discharged administratively when so directed or authorized by the Chief of Naval Personnel. This means is used for ridding the service of persons who are unsuitable or unfit, as defined in the Bureau of Naval Personnel Manual and for such other reasons as are explained in chapter 16 under "Administrative Discharge Actions."

NONJUDICIAL PUNISHMENT

Commanding officer's nonjudicial punishment is the legal term as used in UCMJ and MCM for what is commonly known as "captain's mast." The term "captain's mast" goes far back into Navy history and it will probably always be with us. In its legal sense, though, such as the results being entered in a man's service record, it is referred to as nonjudicial punishment.

Nonjudicial punishment is the punishment which a commanding officer or an officer in charge may impose, for minor offenses, without resorting to a court-martial. The mast power of a commander is the best way we have in the Navy of keeping our men out of serious trouble, and at the same time not ruining their records



PUNISHMENT	C.O. BELOW LCDR AND ALL OICs	C.O. LCDR AND ABOVE
ADMONITION OR REPRIMAND	YES	YES
RESTRICTION TO LIMITS	14 DAYS	60 DAYS
EXTRA DUTIES	14 DAYS	45 DAYS
CORRECTIONAL CUSTODY	7 DAYS ON E-3 & BELOW	30 DAYS ON E-3 & BELOW
CONFINEMENT ON B & W OR DR (SHIPBOARD PERSONNEL ONLY)	3 DAYS ON E-3 & BELOW	3 DAYS ON E-3 & BELOW
FORFEITURE OF PAY	7 DAYS PAY	½ OF MONTHLY PAY FOR 2 MOS.
DETENTION OF PAY	14 DAYS PAY	½ OF MONTHLY PAY FOR 3 MOS.
REDUCTION IN GRADE	1 GRADE *	1 GRADE *

* IF THE GRADE FROM WHICH DEMOTED IS WITHIN THE PROMOTION AUTHORITY OF THE IMPOSING OFFICER OR ANY OFFICER SUBORDINATE TO HIM.

PUNISHMENTS AUTHORIZED BY ARTICLE 15, UNIFORM CODE OF MILITARY JUSTICE, AS AMENDED BY PUBLIC LAW 87-648 AND AS LIMITED BY CHAPTER XXVI, MCM, AND SECTION 0101, JAG MANUAL.

95.3.2

Figure 12-4.—Table of Authorized Nonjudicial Punishments for Enlisted Personnel.

with a court-martial conviction for minor offenses. Whether an offense is actually minor or not depends on its nature, time and place, and will sometimes have to be decided by the CO at the time of mast.

One of the main differences between a commanding officer and an officer-in-charge as regards NJP, is that a CO may impose nonjudicial punishment on officers as well as enlisted men; an OIC may not punish officers, but must refer the matter to his superior officer. A second difference is that an officer-in-charge regardless of his grade, is limited in the amount of punishment he may give to that imposable by COs below the rank of LCDR.

All Cases Are Investigated

To place a man on report, the reporting individual fills out either a locally prepared report chit or fills out the first section of Report and Disposition of Offense(s), NAVPERS 2696. If a locally prepared report chit is used the information is transferred to the NAVPERS 2696 and must show the name of the offender; details of the offense charged, together with the date and place of commission; the names of any witnesses; and the name of the reporting individual. In every case, an informal but complete inquiry into the matter is made before the man appears at mast. The inquiry may be made by the man's division officer or by some officer who might be considered more impartial. Often a discipline officer conducts the inquiry.

The officer designated to conduct the inquiry tries to learn the whole story, both sides of it. All witnesses are questioned, the man's record is looked at, the remarks of the division officer are entered on the form, and the officer conducting the inquiry makes a recommendation as to disposition of the case. The form is then sent to the executive officer. If there is a recommendation that the man be tried by court-martial, a charge sheet (to be discussed later) is prepared before mast.

XO Can Dismiss Charges

The executive officer has the main responsibility for the ship's routine, efficiency, and discipline, and as such he screens all mast cases before the men appear at mast. A legal officer may be assigned to assist him. But the authority to punish a man lies only in the commanding officer, and the executive officer cannot assume that authority. He may, however, dismiss the charges against a man if conditions warrant.

Mast Procedure

Captain's mast is held at the time and place decided on by the commanding officer. The executive officer or discipline officer normally stands by to help as needed. All witnesses usually are present.

The first thing the captain does is to warn all the accused as well as any witnesses about the possible effect of their answers to any of his questions. At the same time he explains certain rights they have. The captain will do this even though the investigating officer has already explained this to the accused and the accused has shown that he understands by having signed the NAVPERS 2696. To save time, the commanding officer normally has all the accused brought before him, warns them, explains their rights, and dismisses them. After they are dismissed, he calls the first case.

Any accused, no matter what offense has been charged, has these rights:

1. Except aboard ship, he may, before nonjudicial punishment is imposed, demand trial by court-martial in lieu of such punishment.
2. He has the right (and the duty) to be present before the CO conducting the mast.
3. He is to be advised (a) of the offense or offenses of which he is accused, (b) of his rights here listed, and (c) that any statement he makes may be used as evidence against him in a trial by court-martial.
4. He is not required, and may not be compelled, to incriminate himself or to answer any question the answer to which may tend to incriminate him.
5. He is not required to answer a question, or produce evidence which is not material to the issue and might degrade him (put him to shame).
6. He does not have to make any statement regarding the offense of which he is accused.
7. Information against him is presented by witnesses in person or by written statements of which he received copies.
8. He may inspect all items of information in the nature of physical or documentary evidence which will be considered.
9. He is afforded full opportunity to present any matters in defense, mitigation, or extenuation of his alleged offense(s).
10. He may appeal from nonjudicial punishment.

Items 4 and 5 apply not only to the accused but also to witnesses who are not accused or suspected of any offense and should be made clear to the witnesses.

Some of the rights listed, such as 4 and 6, are overlapping; but there are differences between 4 and 6, including the following; Item 4 applies to all persons whether accused or witnesses; item 6 applies only to persons accused or suspected of an offense. Item 4 merely prohibits a person from being compelled to make self-incriminating statements; under item 6, an accused need not make any statement concerning the alleged offense regardless of whether his statement would incriminate him.

The meaning and differences of the words used in item 9 are these: a matter in defense is intended to show that the accused is not guilty of the offense charged (for instance that he is not the person a witness believes to have seen commit the offense); a matter in extenuation is intended to show circumstances surrounding the offense tending to reduce the degree of guilt but not amounting to justification (for instance, verbal provocation by the person hit by the accused); a matter in mitigation is a fact not relating to the offense itself but tending to lessen the punishment, such as a clean record in the past.

Although not listed above, the accused has also the right to seek legal advice any time before and after mast.

The mast Yeoman, will have the service records of all mast cases. When a man's name is called, the mast Yeoman or the assisting officer places the man's record in front of the captain. The captain may or may not want to look through it, but the record must be available, along with the NAVPERS 2696.

The CO reads the report slip to the accused man, notifies him who put him on report, questions the accuser and any witnesses, and in general conducts the mast himself. Before announcing the punishment, he usually emphasizes the warning regarding statements by an accused and asks the accused if he cares to make any statement.

Punishments at Mast

If the commanding officer believes a man is innocent or that punishing him will serve no useful purpose, he may dismiss the charge entirely. If he decides the man has no excuse, he will award either a punishment or a court-martial.

Before deciding the case, he checks the man's record (or the NAVPERS 2696) for past performance. If the record is good, his punishment will be less severe, usually, than if he has a bad record.

In making his decision, the captain may or may not accept the recommendation of the investigating officer.

The punishments which a commander may award at mast under Article 15, are listed in that article; they are limited by paragraph 131 of MCM and are further limited by the JAG Manual. The punishments are divided into three groups: those which may be imposed upon (1) officers and warrant officers (see ch. 11), (2) petty officers, (3) nonrated men. The punishments for enlisted personnel are indicated in figure 12-4.

In awarding a punishment, the captain informs the accused that, if he believes the punishment is unjust or too severe, he may appeal to the captain's next superior: that the appeal must be in writing, that it must be made in a reasonable length of time, and that it must be forwarded through the commanding officer. An appeal not made within a reasonable time may be rejected on that basis by the officer to whom the appeal was addressed. In the absence of unusual circumstances, an appeal made more than 15 days after the imposition of punishment may be considered as not having been made within a reasonable time. In computing the appeal period, allowances are made for time required to transmit communications pertaining to the imposition of NJP and the appeal therefrom through the mails. The appeal period commences to run from the date of the imposition of punishment, even if all or any part of the punishment imposed is suspended.

If unusual circumstances exist which make it impracticable or extremely difficult for the offender to prepare and submit his appeal within the 15-day period, he immediately advises the officer who imposed the punishment of such circumstances and requests an extension of time within which to submit his appeal. In the absence of a request for an extension of time, an appeal submitted after the 15-day period is usually considered as not having been made within a reasonable time. Upon receipt of such a request, the officer who imposed the punishment advises the offender that an extension of time is or is not granted.

For more detailed information concerning NJP appeals, refer to Section 0101, JAG Manual.

After Mast

After mast, the service record entries are prepared. An entry on the Enlisted Performance Record, page 9, is made upon imposition of NJP or conviction by court-martial. If a man is awarded a court-martial by the commanding officer, rather than NJP, no service record entry is made at this time. But the Report and Disposition of Offense(s), NAVPERS 2696, is signed by the CO and initialed by the accused to indicate that his appeal rights were explained to him. The NAVPERS 2696 is filed in the Unit Punishment Book. If the man is let off with a warning, no service record entry is made, but the Report and Disposition of Offense(s) would, still be completed and filed.

SUMMARY COURT-MARTIAL

If the commanding officer feels that he cannot dispose of an offense by awarding mast punishment, he orders the accused man tried by court-martial. Special and general court-martial proceedings are discussed in chapter 11. Summary court-martial is briefly discussed here.

Before going any further, it might be well to define two of the terms used in court-martial work:

CONVENING AUTHORITY — a person who has the authority to issue an order to officers (or to officers and enlisted members in certain special or general court-martial cases) to meet for the purpose of trying and deciding cases brought before them. Commanding officers of ships are automatically permitted to convene summary and special courts-martial.

CONVENING ORDER — the written order from a convening authority which creates a court. When a convening order is issued, it remains in effect until the convening authority details a new court. In other words, this court continues to try cases referred to it until the convening authority issues a new order.

Let's assume that the accused is awarded a summary court-martial, the lowest court that can be assigned. It must be remembered that until he has been tried and convicted, the offense is only alleged to have been committed—he has been charged with an offense not yet proved. The purpose of the court-martial is to decide his guilt or innocence legally, and if guilty to decide the punishment.

Although nonjudicial punishment may be imposed upon officers, they are never tried by a summary court-martial.

Charges and Specifications

Before any man is tried by court-martial, a formal written accusation known as the charge(s) and specification(s) must be prepared. The charge names, by number, the article of UCMJ which the accused man has supposedly violated. The specification identifies the accused and gives the alleged facts which form the violation—the where, the when, the what, and perhaps the how.

A specification should be brief, but it must be complete and should always contain the (1) rate, name, Armed Force, and duty station (activity or organization) of the accused; (2) date of the offense; (3) place where the offense was committed; and (4) the facts setting forth what the accused did. The service number of the accused never appears in the specification.

Once the charges and specifications have been prepared, they are signed and sworn to by the accuser before an officer authorized to administer oaths. The accuser must be some person subject to UCMJ. Usually the officer who conducted the preliminary investigation will sign and swear to whatever charges the investigation has indicated to be warranted.

Charge Sheet

The division officer, having already investigated the case before the captain's mast was held, can investigate further or if he is satisfied that another inquiry will serve no purpose, he prefers charges against the accused. A Charge Sheet is prepared. The Charge Sheet contains four pages, printed back to back; the original and 5 copies are prepared for all cases, except summary courts-martial where an original and 3 copies will usually suffice.

PAGE 1 identifies the accused man, describes items of evidence, and shows how the accused man is being held (restricted, confined, et cetera).

PAGE 2 lists the charges and specifications.

PAGE 3 is the heart and real purpose of the Charge Sheet. It is the document used formally to prefer charges against a man. When complete, it contains six items:

1. Signature of the accuser.
2. Signature of the officer who administers the oath to the accuser.
3. Date when the accused man is informed of the charges.
4. Time and date when the officer who may order the accused tried by SCM receives the charges.
5. A completed first endorsement by the officer in 4. above (he is known as the convening authority) which refers the accused man to a court-martial for trial.
6. Date when the accused receives a copy of the Charge Sheet (by this action, the charges are formally served on the accused).

In connection with item 4. above, this signature, with the exact hour and date of receipt, is necessary to fix the time period of the statute of limitations. In other words, all but the most serious offenses must be tried within a certain period of time. If an offense is committed more than 2 years before receipt of the charges by the officer with SCM jurisdiction over the accused, the man is protected by the statute of (time) limitations, and he may not, as a rule, be tried for that offense. For some crimes, the statute of limitations runs 3 years instead of 2.

PAGE 4 of the Charge Sheet is completed only in the cases of men tried by SCM.

Any accused has the right to refuse a summary court-martial. If the accused objects to being tried by a summary court; i.e., he desires to have his guilt or innocence decided by a military judge or three or more court members and/or desires to take advantage of his right to be represented by lawyer counsel at a special court-martial, the commander who ordered the court convened will most likely award a special court-martial. In the higher court, however, a more severe punishment can be awarded for the offense if he is convicted.

The upper section of page 4 above the "Record of Trial" section is not relevant any longer since the right to refuse trial by summary court-martial is no longer dependent (as it formerly was) upon whether the accused has refused NJP.

The remaining sections of page 4 are self-explanatory.

Convening Order

A convening order detailing an officer as summary court-martial must be in existence prior to the referral for trial on page 3 of the charge sheet.

The format for convening orders of all types of courts-martial is as set forth in JAG Manual. The content of the order is prescribed in Appendix 4, MCM, and notes therein. In case only one officer is attached to a command, however, he need not prepare a convening order; it would only serve the purpose of naming himself as the summary court-martial.

The officer detailed as a summary court must be a commissioned officer; whenever practicable, his rank should not be below lieutenant (or captain in the Marine Corps). He should be a mature officer well qualified by experience and length of service, because he has four jobs in one—prosecutor for the Government, judge, jury, and also (which may seem odd), protector of the accused man's interests.

Reporters are not detailed for summary courts-martial unless directed by the convening authority since no verbatim recording of testimony is required.

Trial Procedure

The first thing the summary court officer does is to advise the accused, among other things, of the charge, the name of the accuser, his right to cross-examine or call any witnesses, and his right to remain silent or to testify. He may consult with counsel if he desires. (There is no provision for counsel in summary courts-martial as the summary court officer represents both the Government and the accused.) The accused is then asked if he consents to trial by summary court-martial. Whether he consents or objects, the appropriate block on page 4 of the Charge Sheet is checked and he at this point signs the page 4. If the accused objects to the trial, the Charge Sheet is returned to the commanding officer (as convening authority) for disposition of the case.

If the accused consents to trial by summary court, the case proceeds. The summary court officer reads (or shows) the charges and specifications to the accused, and asks him how he pleads, guilty or not guilty.

Plea of Guilty

Before the summary court officer accepts a plea of guilty, he warns the accused that by pleading guilty he is admitting his guilt, which permits the summary court officer to find him legally guilty without any further proof or questioning of witnesses. The accused is also told what the greatest punishment may be, and he is informed that his plea of guilty will not be accepted unless he fully understands what it means and what its effect may be. When the accused has been advised as to this meaning and effect of his plea, paragraph 1, on page 4 of the Charge Sheet is checked. If the accused says he fully understands, the summary court officer immediately announces his finding of guilty. (When a man pleads not guilty, the findings are announced to the man as soon as determined on the basis of testimony of witnesses or other evidence, including documentary evidence.) The accused is then told that he may submit any evidence or information that he feels might extenuate the offense or tend to make the punishment less severe. The legal term for this step is "to introduce matters in mitigation or extenuation." Regardless of whether the accused pleaded guilty or not guilty and regardless of whether he introduced evidence after pleading not guilty, he may now introduce evidence in mitigation or extenuation (including, for instance, his own testimony under oath) and/or make an unsworn statement, written or oral.

Every effort is made to protect the interests of an accused man. As a matter of fact, if a man pleads guilty to a charge and it appears to the court-martial (ANY court-martial) that the plea does not agree with the testimony being given or statement being made, the court itself must change the man's plea to not guilty, and proceed as though the man had pleaded not guilty. (The man himself may change his plea from guilty to not guilty before the sentence is announced and the summary court-martial officer must then proceed as though the accused had initially pleaded not guilty.)

Before determining the sentence in every case in which the accused has been found guilty, the summary court-martial officer will show or read to the accused any admissible evidence of previous conviction(s) by court-martial and the personal data appearing on the first page of the Charge Sheet and will ask him whether they are correct. Evidence of previous conviction by court-martial consists of a Court Memorandum, NAVPERS 601-6, correctly completed and including supervisory reviewing authority's action on any offense during the preceding six months.

The Sentence.—The accused leaves the courtroom while the summary court officer decides on a sentence. When a decision is made the accused is recalled and the sentence announced to him then and there. The summary court officer signs all copies of the Charge Sheet, page 4.

After the Trial

After the summary court has disposed of all cases, the Charge Sheets (now known as the record of trial) are sent to the convening authority for his action, or decision, on the sentence. When he makes his decision, the record of trial is returned.

Unless the convening authority disapproves of a sentence, a service record page 6, Court Memorandum, is prepared for each man, showing the sentence of the court as approved by the convening authority. The personnel officer or whoever is acting as such, signs the bottom of each Charge Sheet, page 4, to show that service record entries have been made. When the convening authority disapproves a sentence, no entry is made in the man's record. In either case, the man is informed of the convening authority's decision on the sentence.

Supervisory Authority

After the paperwork is completed, the original and one copy of the record of trial are forwarded to the officer in the chain of command who has authority to convene a general court-martial. One copy of the record of trial is retained in the ship's (or activity's) files.

The officer having this GCM authority acts as the "supervisory authority" for the purposes of reviewing courts-martial within his command. He has a judge advocate review the records of trial to be sure the men were tried by courts legally able to do so (proper jurisdiction of the courts), for completeness of the trials, and for errors. When the judge advocate completes the review, the supervisory authority approves or disapproves the sentence in the same way as the convening authority. Normally, the supervisory authority retains within his command the original and one copy of records of summary courts-martial.

When notified of the supervisory authority's action in each case, the lower section of the page 6 is completed and copies are distributed as indicated on the form. The accused's record now contains a complete picture of the entire trial.

DRUG ABUSE

One disciplinary problem that is now more frequently encountered than it was in past years is that of drug use or drug abuse. The misuse of drugs, of course, has become a problem in our society as a whole—but because its effects can be more serious in a military situation, it is necessary that naval personnel be made aware of the grave dangers involved. Both preventative and rehabilitative efforts are needed in the battle against drug abuse.

DOD policy (see DOD Instruction 1300.11) calls for rehabilitating drug offenders where possible instead of court-martialing them or discharging them from service. An amnesty program is to be set up on a trial basis for drug users who voluntarily request help and who have not previously been apprehended as drug users.

Medical assistance is to be made available. Action under the UCMJ for the unauthorized use of drugs may be suspended if the user is sincere in seeking help to eliminate his drug dependence and voluntarily came forward before he was apprehended. For details, see BUPERSMAN.

Servicemen who are given amnesty but cannot be rehabilitated because of the degree or type of drug involvement may be considered for an honorable discharge.

Efforts are also to be made to provide rehabilitative care for veterans who were discharged for drug use.

The directive also instructs the services to begin an intensive drug education program among all servicemen, their dependents, and civilian employees.

SUMMARY

Enlisted evaluation, advancement, and discipline are administered within prescribed policy, regulations, and procedures. Enlisted Evaluation Reports are of major importance to the enlisted man's advancement and future assignments. The Enlisted Evaluation Report provides a permanent record of the commanding officer's opinion of each man's performance during a specific period. It is the duty of the commanding officer to ensure that each final evaluation presents a true picture of the individual as compared to both established standards and his contemporaries of the same pay grade and is a true reflection of the man's worth to the Navy.

Effective leadership by officers and petty officers is the best means of achieving "discipline"—the development of attitudes that respect the necessity for regulations and for conforming to them. Punitive measures, when necessary, are taken in conformance with the Uniform Code of Military Justice and its implementing regulations. Individuals who are unsatisfactory for retention should be administratively discharged when so directed or authorized by the Chief of Naval Personnel.

CHAPTER 13

CIVILIAN PERFORMANCE AND EVALUATION

Classification of civilian positions (billets) and the recruitment of qualified individuals to fill such positions (discussed in chapters 5 and 9, respectively, of this text) result in the placement of employees in positions. Once placed, the employees's performance is evaluated or appraised both on a continuing, day-to-day basis and in annual performance ratings. Means of recognizing and rewarding superior performance or accomplishment are provided as well as procedures for disciplining employees.

It is vital that every officer concerned with civilian performance, evaluation, and discipline realize the importance of conforming to the provisions set forth in the Federal Personnel Manual, the Civilian Manpower Management Instructions, Executive Orders, and other applicable laws, rules, and regulations. Advice concerning what action(s) may be taken should be obtained from the civilian personnel office staff before any contemplated action is actually taken.

CIVILIAN PLACEMENT

Effective placement at the activity level is essential to the development and maintenance of a stable, productive, and satisfied civilian work force. Accordingly, the policy of the Department of the Navy is full utilization of employee skills, in terms of present assignments, and of probable future needs of the Navy. To carry out this policy successfully, each employee should be placed in a position in which his present skills can be best utilized; given the opportunity to develop along the lines of his capabilities and in anticipation of future activity needs; and required to operate on a high level of performance.

It is also the Navy's policy to try to discover and develop the talents of any employee whose abilities are not being fully utilized, so that promotions or reassignments to more responsible positions may be accomplished wherever practicable. This policy tends to reduce the turnover of potentially valuable employees.

The Civil Service Commission prescribes the minimum qualifications requirements which must be met for appointment, reassignment, promotion, or demotion. In addition to the minimum requirements, appropriate tests may be utilized for minimum qualifications standards, and activities are encouraged to use them as aids in making effective placements. Promotion to ungraded supervisory and production-facilitating positions may be made, in general, only after qualifications are demonstrated in a competitive promotion examination.

It is the Navy's policy to utilize handicapped employees on the same basis as the able bodied; that is, on the basis of ability. It is also the Navy's policy to afford women equal opportunity for appointment and advancement, on the basis of ability.

Although the Navy has long required that each activity establish a local promotion policy, in December 1958 the Navy Merit Promotion Program was established to ensure that naval activities select, assign, and promote employees on the basis of merit. The commanding officer of each field activity, the head of each bureau, command, or office, the Commandant, U. S. Marine Corps, and the Commander, Military Sealift Command, are responsible for administering a local merit promotion program in accordance with applicable rules and procedures.

In some cases it may be necessary to reduce an employee to a lower grade for reasons that are no fault of the employee; for example to avoid a layoff, or as the result of a reduction in ceiling or funds. Such a change is no reflection on the record of the employee, and he should be given consideration for any later promotion. Other reasons for reductions in grade may include unsatisfactory performance, failure to make satisfactory progress in a mandatory training program, or disciplinary action.

CIVILIAN PERFORMANCE AND EVALUATION

As in the case with officer and enlisted personnel, the performance of civilian employees of the Navy must also be evaluated. The basis for these evaluations is the Performance Rating Act of 1950 which requires most Government agencies to establish performance rating plans for appraising and rating the performance of their employees. Civilian Manpower Management Instruction 430 (CMMI 430) is the plan established by the Department of the Navy for appraising and rating the performance of most graded and ungraded civilian employees of the Navy. This plan has been approved by the Civil Service Commission, as required by law.

The Performance Rating Act requires that each department establish and use one or more performance rating plans for evaluating work performance for the purpose of recognizing merit of employees and their contributions to efficiency and economy in the Federal service. Each rating plan must be as simple as possible and provide for: (1) making known the proper performance requirements to all employees; (2) fairly appraising performance in relation to such requirements; (3) using appraisals to improve the effectiveness of employee performance; (4) strengthening supervisor-employee relationships; and (5) keeping each employee currently advised of his performance and promptly notified of his performance rating.

The Department of the Navy has one performance appraisal and rating program for both blue-collar and white-collar employees. As required by statute, the program embraces both performance appraisals on a continuous basis and performance ratings on a periodic basis.

CONTINUOUS PERFORMANCE APPRAISALS

The Navy's performance appraisal plan provides that appraisals of employee performance will be made and used as part of the regular day-to-day supervisory process. Such performance appraisals are not ordinarily written, but are the appraisals that are made in the minds of supervisors as they oversee the performance of the work. The major objectives of this performance appraisal program are (1) to increase the effectiveness of supervision through the continuous, constructive use of performance appraisals in the regular supervisory processes; (2) to improve the effectiveness of all employees in the performance of their work; and (3) to improve the efficiency and economy of the service through the improvement of performance of both supervisory and nonsupervisory employees.

Under this program employees must be kept advised of the accomplishments that are properly expected of them, and be currently informed of the extent to which they are meeting, falling short of, or exceeding the requirements properly expected. They must also be given appropriate supervisory assistance, consistent with their needs as shown by the current appraisals of their performance. In addition, the supervisor must endeavor to provide appropriate recognition for employee accomplishments through all available means, including promotions and awards. Also, he must endeavor to give employees all proper incentives to do the best work of which they are capable; and it is desired that employees and supervisor work together as a team in accomplishing the work of the organization.

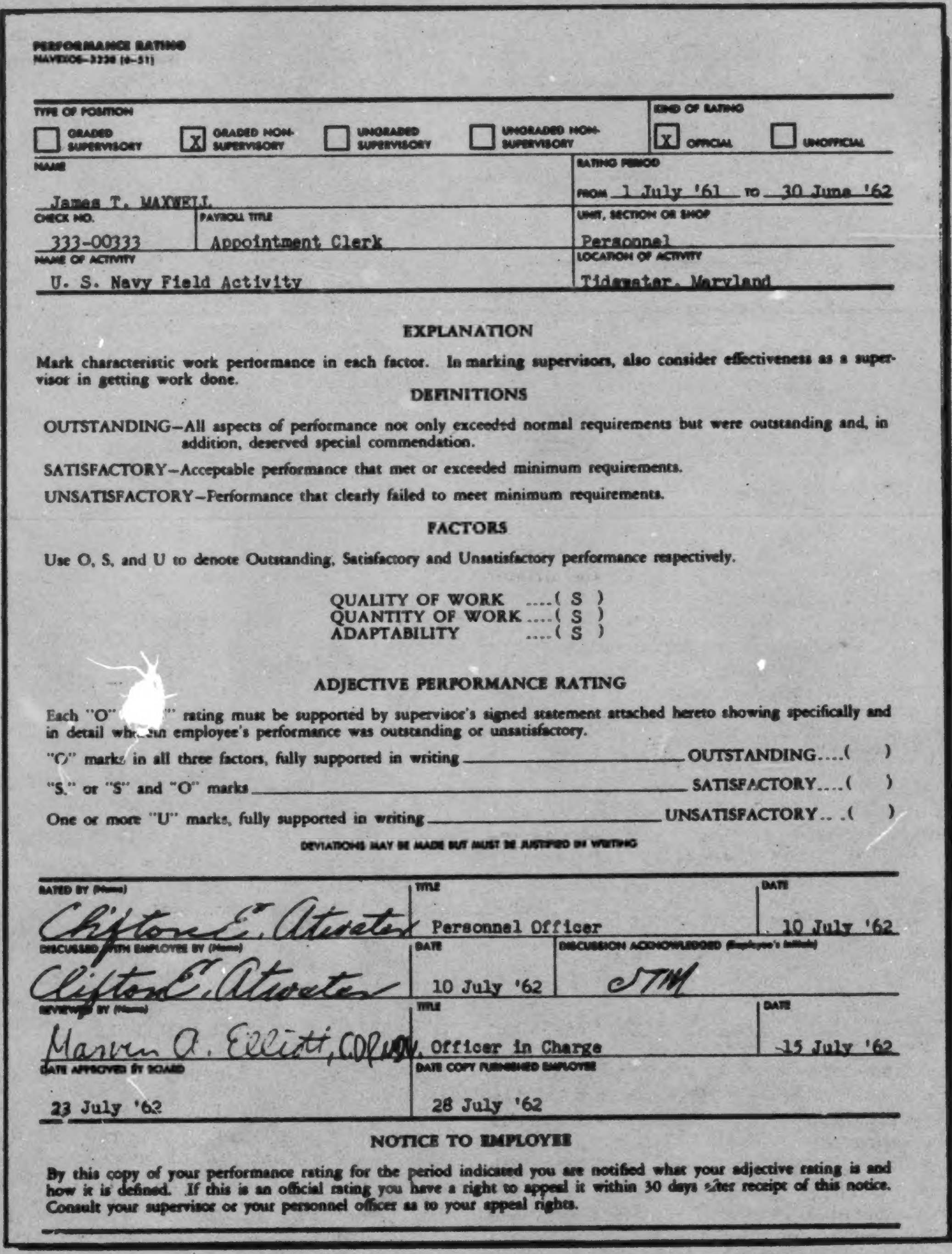
PERFORMANCE RATINGS

At annual dates scheduled by the employing activity each employee is given an official performance rating of which he must be promptly notified. These ratings are recorded, and are indicative of the employee's value on the job. They help to determine certain of the rights and opportunities of employees. They are based upon the continuing appraisals of performance in relation to the performance requirements of the job.

An employee's performance rating may be "Outstanding," "Satisfactory," or "Unsatisfactory," and may contain written appraisals on the rating factors of "Quality of Work," "Quantity of Work," and "Adaptability," and on the various tasks performed. The employee must receive the performance rating in writing; optional forms are available or local forms may be developed. Figures 13-1 and 13-2 are optional forms that show "Satisfactory" ratings.

The Performance Rating Act of 1950 provides that an "Outstanding" rating shall be given "only when all aspects of performance not only exceed normal requirements but are outstanding and deserve special commendation."

No employee can be rated "Unsatisfactory" unless he has been given a prior 90-day warning in writing that his performance is unsatisfactory, and given assistance during the 90-day period



PERFORMANCE RATING
NAVEXOS-3230 (6-51)

TYPE OF POSITION ☐ GRADED SUPERVISORY ☒ GRADED NON-SUPERVISORY ☐ UNGRADED SUPERVISORY ☐ UNGRADED NON-SUPERVISORY	KIND OF RATING ☒ OFFICIAL ☐ UNOFFICIAL
NAME James T. MAXWELL	RATING PERIOD FROM 1 July '61 TO 30 June '62
CHECK NO. 333-00333 — PAYROLL TITLE Appointment Clerk	UNIT, SECTION OR SHOP Personnel
NAME OF ACTIVITY U. S. Navy Field Activity	LOCATION OF ACTIVITY Tidewater, Maryland

EXPLANATION

Mark characteristic work performance in each factor. In marking supervisors, also consider effectiveness as a supervisor in getting work done.

DEFINITIONS

OUTSTANDING—All aspects of performance not only exceeded normal requirements but were outstanding and, in addition, deserved special commendation.

SATISFACTORY—Acceptable performance that met or exceeded minimum requirements.

UNSATISFACTORY—Performance that clearly failed to meet minimum requirements.

FACTORS

Use O, S, and U to denote Outstanding, Satisfactory and Unsatisfactory performance respectively.

QUALITY OF WORK ....(S)
QUANTITY OF WORK ....(S)
ADAPTABILITY ....(S)

ADJECTIVE PERFORMANCE RATING

Each "O" [illegible]" rating must be supported by supervisor's signed statement attached hereto showing specifically and in detail wherein employee's performance was outstanding or unsatisfactory.

"O" marks in all three factors, fully supported in writing ______ OUTSTANDING....( )
"S." or "S" and "O" marks ______ SATISFACTORY....( )
One or more "U" marks, fully supported in writing ______ UNSATISFACTORY.. .( )

DEVIATIONS MAY BE MADE BUT MUST BE JUSTIFIED IN WRITING

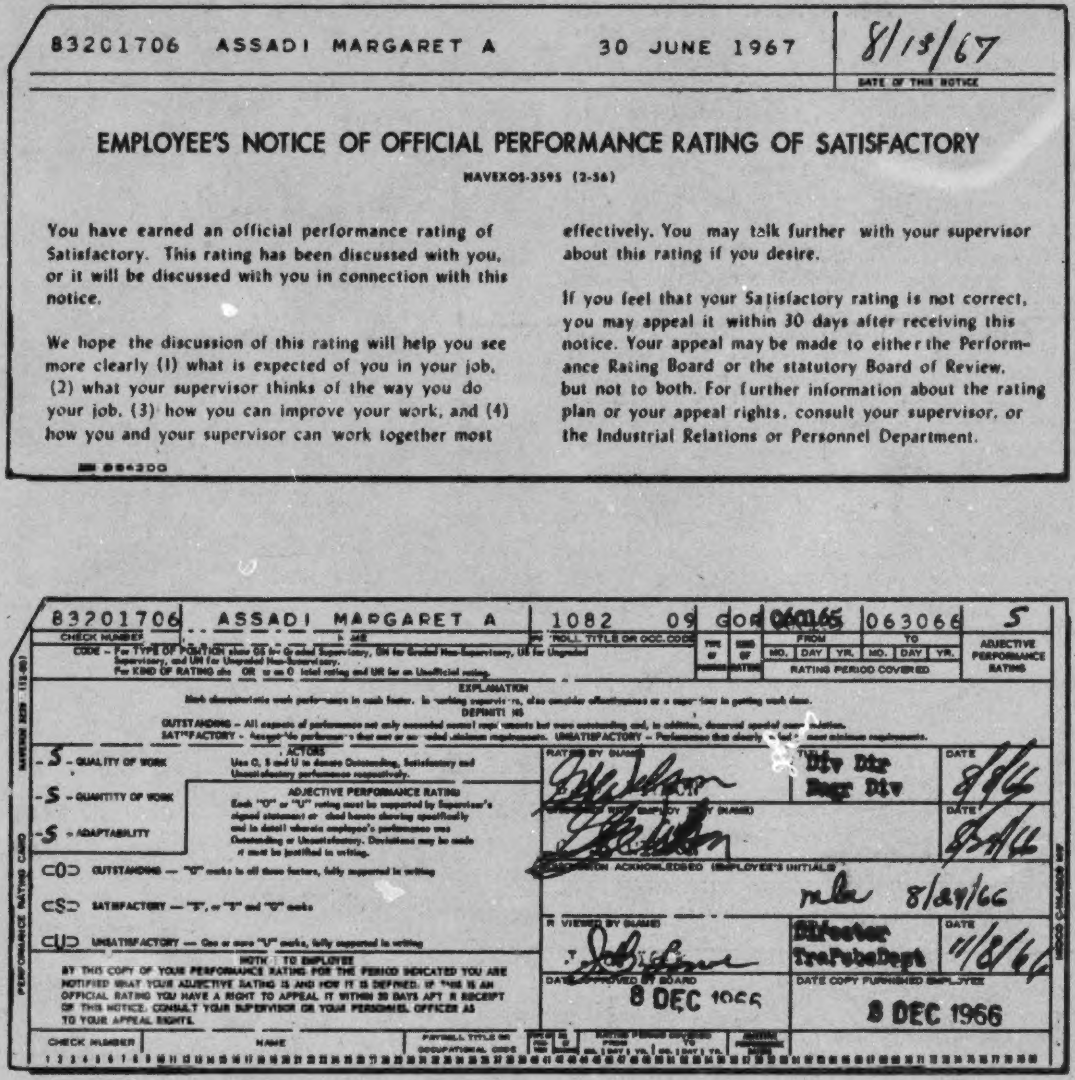
RATED BY (Name) Clifton E. Atwater	TITLE Personnel Officer	DATE 10 July '62
DISCUSSED WITH EMPLOYEE BY (Name) Clifton E. Atwater	DATE 10 July '62	DISCUSSION ACKNOWLEDGED (Employee's initials) JTM
REVIEWED BY (Name) Marvin A. Elliott, CDR USN	TITLE Officer in Charge	DATE 15 July '62
DATE APPROVED BY BOARD 23 July '62	DATE COPY FURNISHED EMPLOYEE 28 July '62	

NOTICE TO EMPLOYEE

By this copy of your performance rating for the period indicated you are notified what your adjective rating is and how it is defined. If this is an official rating you have a right to appeal it within 30 days after receipt of this notice. Consult your supervisor or your personnel officer as to your appeal rights.

86.10

Figure 13-1.—Sample Performance Rating.



83201706 ASSADI MARGARET A 30 JUNE 1967 | 8/13/67
DATE OF THIS NOTICE

EMPLOYEE'S NOTICE OF OFFICIAL PERFORMANCE RATING OF SATISFACTORY

NAVEXOS-3595 (2-56)

You have earned an official performance rating of Satisfactory. This rating has been discussed with you, or it will be discussed with you in connection with this notice.

We hope the discussion of this rating will help you see more clearly (1) what is expected of you in your job, (2) what your supervisor thinks of the way you do your job, (3) how you can improve your work, and (4) how you and your supervisor can work together most effectively. You may talk further with your supervisor about this rating if you desire.

If you feel that your Satisfactory rating is not correct, you may appeal it within 30 days after receiving this notice. Your appeal may be made to either the Performance Rating Board or the statutory Board of Review, but not to both. For further information about the rating plan or your appeal rights, consult your supervisor, or the Industrial Relations or Personnel Department.

884300

83201706	ASSADI MARGARET A	1082 09	G	OR	060165	063066	S
CHECK NUMBER	NAME	ROLL TITLE OR OCC. CODE	TYPE OF POSITION	KIND OF RATING	FROM MO. DAY YR.	TO MO. DAY YR.	ADJECTIVE PERFORMANCE RATING
					RATING PERIOD COVERED		

EXPLANATION

DEFINITIONS

OUTSTANDING – All aspects of performance not only exceeded normal requirements but were outstanding and, in addition, deserved special commendation.

SATISFACTORY – UNSATISFACTORY – Performance that clearly failed to meet minimum requirements.

FACTORS

Use O, S and U to denote Outstanding, Satisfactory and Unsatisfactory performance respectively.

-S - QUALITY OF WORK

-S - QUANTITY OF WORK

-S - ADAPTABILITY

ADJECTIVE PERFORMANCE RATING

Each "O" or "U" rating must be supported by Supervisor's signed statement or cited herein showing specifically and in detail wherein employee's performance was Outstanding or Unsatisfactory. Deviations may be made if must be justified in writing.

⊂O⊃ OUTSTANDING — "O" marks in all three factors, fully supported in writing

⊂S⊃ SATISFACTORY — "S", or "S" and "O" marks

⊂U⊃ UNSATISFACTORY — One or more "U" marks, fully supported in writing

NOTICE TO EMPLOYEE

BY THIS COPY OF YOUR PERFORMANCE RATING FOR THE PERIOD INDICATED YOU ARE NOTIFIED WHAT YOUR ADJECTIVE RATING IS AND HOW IT IS DEFINED. IF THIS IS AN OFFICIAL RATING YOU HAVE A RIGHT TO APPEAL IT WITHIN 30 DAYS AFTER RECEIPT OF THIS NOTICE. CONSULT YOUR SUPERVISOR OR YOUR PERSONNEL OFFICER AS TO YOUR APPEAL RIGHTS.

RATED BY (NAME)	TITLE Div Dir Engr Div	DATE 8/8/66
REVIEWED BY EMPLOYING ACTIVITY (NAME)		DATE 8/24/66
DISCUSSION ACKNOWLEDGED (EMPLOYEE'S INITIALS) mla 8/29/66		
REVIEWED BY (NAME)	Director TraPubsDept	DATE 11/8/66
DATE APPROVED BY BOARD 8 DEC 1966	DATE COPY FURNISHED EMPLOYEE 8 DEC 1966	

CHECK NUMBER | NAME | PAYROLL TITLE OR OCCUPATIONAL CODE

PERFORMANCE RATING CARD

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Figure 13-2.—Performance Ratings, optional forms.

to bring his performance up to the satisfactory level. (Since every employee serves one year in a probationary status in his position and must be certified as satisfactory by his supervisor in order to remain on board, this is a logical requirement once his probationary period is past.)

Performance Rating Appeals

Employees have the right to appeal their official performance ratings of "Satisfactory" or "Unsatisfactory" if they believe them incorrect in any respect. An "Unsatisfactory" rating may be appealed to either the Performance Rating Board of the activity where the employee was rated, or directly to the statutory Board of Review; or it may be appealed first to the Performance Rating Board and further appealed to the statutory Board of Review. A "Satisfactory" rating may be appealed to either the Performance Rating Board or the statutory Board of Review, but not to both.

The statutory Board of Review considers only cases where the adjective rating is believed to be wrong. The Performance Rating Board of the activity considers any correction believed necessary.

An appeal may be made within 30 days after receipt of notice of the rating and the further appeal to the statutory Board may be made within 30 days after receiving notice of the decision on the initial appeal; or if the employee withdraws his appeal to the Performance Rating Board, he may still appeal to the statutory Board of Review within 10 days after the withdrawal, even though more than 30 days have elapsed since notice of the rating was received.

Uses of Ratings

Performance ratings affect an employee's career in many ways. Some of these are as follows:

Promotion.—When OUTSTANDING performance is demonstrated by an employee in one or more rating factors or tasks rated, consideration should be given to promoting (or reassigning) him to a position in which his outstanding abilities may be more effectively utilized.

Pay Increases.—Quality increases may be granted, within the limits of available appropriations, to employees whose performance is above that ordinarily found in the type of position concerned and therefore warrants special salary recognition. High quality performance work is characterized by an employee's performing the most important functions of his job in a manner that substantially exceeds normal work requirements, so that when viewed as a whole, his work performance is of a high degree of effectiveness. Accordingly, employees who receive an official performance rating of "outstanding" or whose performance has exceeded the "satisfactory" performance rating may be considered for quality increases (which are discussed later in this chapter).

Reduction in Force.—A current official performance rating of "outstanding" gives an employee the equivalent of four additional years of service for retention purposes. This equivalent is reflected in the service date for reduction in force only while it is the employee's current official rating. When an "outstanding" rating is followed by a "satisfactory" rating, the service date is adjusted to show service only. Chapter 16 contains additional information on reduction in force procedures.

Reassignment, Demotion, and Separation.—The single requirement of a penalty nature called for in the Performance Rating Act is "removal from the position in which unsatisfactory performance was rendered."

An employee who, after a full and fair trial, demonstrates a sustained performance that is clearly unsatisfactory, should be reassigned, demoted, or separated from employment, without regard to whether or not a performance rating has been made. Reassignment for unsatisfactory performance may be made administratively in the same manner as reassignment for other reasons.

Demotion and separation must be made by the preferment of charges citing specific instances of unsatisfactory performance. If the employee is to be separated, the personnel action is "Removal—Inefficiency." (See chap. 16.)

MESS AND EXCHANGE EMPLOYEE APPRAISALS

The performance of mess employees, other than those under Civil Service jurisdiction, is evaluated by the mess treasurer using procedures developed at the local command level.

Appraisals of Navy exchange employee performance are the responsibility of the exchange officer. Such appraisals are usually made every 6 months and are filed in the employee's record. Legislation is currently pending that would bring these employees under the Wage Board System (discussed in chapter 5).

STANDARDS OF CONDUCT

Employees of the Department of the Navy are expected, as are all Federal employees, to conduct themselves in a manner that will reflect favorably upon themselves and their employer.

Some activities are forbidden by law such as the provisions of the Hatch Act for some political activities, and the various statutes dealing with conflict of interest.

Other activities while not forbidden by law, are forbidden by standards of conduct or policy.

DOD Directive 5500.7 and SECNAVINST 5370.2E dealing with standards of conduct and prohibiting conflicts of interest apply to all naval personnel, military or civilian, and to employees of nonappropriated fund activities.

In some instances these standards require the exercise of personal judgment. Employees are urged to consider each such instance carefully and be prepared to account for their actions. Chapter 735 of the Federal Personnel Manual, which is available in every civilian personnel office, covers employee responsibilities and conduct in detail, including conflict of interest. (See fig. 13-3.)

CONFLICTS OF INTEREST

There are several statutes of general application which deal with conflict-of-interest situations. These statutes cover four basic problems:

(1) The Government employee who acts for the Government in a business transaction with a private concern in which he has a personal economic interest (18 USC 208).

(2) The Government employee who acts for an outside interest in certain dealings with the Government, such as helping a private business firm obtain a Government contract or prosecuting a private claim against the Government not in the proper discharge of official duties (18 USC 203, 205).

(3) The Government employee who receives compensation from a private source for his Government work (18 USC 209).

(4) The former Government employee who acts in a representative capacity in certain transactions with the Government after the termination of his Government service. (18 USC 207).

These statutes are criminal statutes, and they prohibit the activities set out therein under penalties of heavy fines or imprisonment.

SECNAV Instruction 5370.2E which implements the Department of Defense directive on standards of conduct defines areas of conflict of private interest with official duties. In the interest of promoting efficiency in the conduct of business and maintaining public confidence as well as their own interest, employees should familiarize themselves with their responsibility in complying with the instructions detailing required conduct in these areas.

It is pointed out that practices which may be accepted in the private business world are not necessarily acceptable for Naval personnel. It is incumbent upon the employee to determine if a considered course of action is in accordance with the standards imposed by SECNAV Instruction 5370.2E and the Department of Defense directive 5500.7. These are available for review in the Civilian Personnel Office.

Each employee is to be informed of the standards of conduct specified in DOD Directive 5500.7 upon entry on duty. These policies are to be brought to the attention of all personnel at least semiannually. The Judge Advocate General and the General Counsel of the Navy are designated as Navy counselors to provide legal advice concerning this instruction and the statements of employment and financial interest required of naval officers and civilian employees (generally commanders and GS-13 and above or their equivalent) in certain positions. (See SECNAVINST 5370.2E for details.)

Navy personnel are bound to refrain from any private business or professional activity or from having any direct or indirect financial interest which would place them in a position where there is a conflict between their private interest and the public interests of the United States, particularly those related to their duties and responsibilities as Navy personnel. Even though a technical conflict may not exist, employees must avoid the appearance of such a conflict from a public confidence point of view. Employees are enjoined not to engage in any private business or professional activity or enter into any financial transaction which involves the direct or indirect use, or the appearance of use, of inside information gained through a Navy position to further a private interest or for private gain for themselves or another person or entity, particularly one with whom they have family, business, or financial ties. Employees must not use their Navy positions in any way to induce or coerce, or give the appearance of inducing or coercing, any person (including subordinates) or entity to provide any financial benefit to themselves or another person or entity, particularly one with whom they have family, business, or financial

CODE OF ETHICS FOR GOVERNMENT SERVICE

Any Person In Government Service Should:

Put loyalty to the highest moral principles and to country above loyalty to persons, party, or Government department.

Uphold the Constitution, laws, and legal regulations of the United States and all governments therein and never be a party to their evasion.

Give a full day's labor for a full day's pay; giving to the performance of his duties his earnest effort and best thought.

Seek to find and employ more efficient and economical ways of getting tasks accomplished.

Never discriminate unfairly by the dispensing of special favors or privileges to anyone, whether for remuneration or not; and never accept, for himself or his family, favors or benefits under circumstances which might be construed by reasonable persons as influencing the performance of his governmental duties.

Make no private promises of any kind binding upon the duties of office, since a Government employee has no private word which can be binding on public duty.

Engage in no business with the Government, either directly or indirectly, which is inconsistent with the conscientious performance of his governmental duties.

Never use any information coming to him confidentially in the performance of governmental duties as a means for making private profit.

Expose corruption wherever discovered.

Uphold these principles, ever conscious that public office is a public trust.

(This Code of Ethics was agreed to by the House of Representatives and the Senate as House Concurrent Resolution 175 in the Second Session of the 85th Congress. The Code applies to all Government Employees and Office Holders.)

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Figure 13-3.—Code of Ethics for Government Employees.

ties. This does not preclude Navy personnel from teaching, lecturing, and writing, nor does it preclude Navy personnel from having financial interests or engaging in financial transactions to the same extent as private citizens not employed by the Government so long as they are not prohibited by law or DOD regulations.

Navy personnel are not to knowingly deal with military or civilian personnel, or former military or civilian personnel of the Government, if such action results in a violation of a statute or of policies set forth in the directive.

PREJUDICIAL CONDUCT

Employees are instructed not to solicit or accept any gift, gratuity, favor, entertainment, loan, or any other thing of monetary value either directly or indirectly from any person, firm, corporation, or other entity which: (1) is engaged or is endeavoring to engage in procurement activities or business or financial transaction of any sort with any Navy activity; (2) conducts operations or activities that are regulated by any Navy agency; (3) has interests that may be substantially affected by the performance or nonperformance of the official duty of the employees concerned.

Gifts, gratuities, favors, entertainment, et cetera, bestowed upon members of the immediate families of employees are viewed in the same light as those bestowed upon employees.

No individual should accept an award from a private entrepreneur doing business with the Department of Defense directly or through an association except in a contest specifically approved at an appropriate level within the military departments or a defense agency. In connection with contests conducted by associations, when prizes are donated by contractors, every effort should be made to not have the name of the donor appear on the prize or publicity in connection therewith.

Where the proposed recipient of an award is in a position to make a decision or is conducting Government business with the firm or individual making the award even though the contest has been approved, the award may not be accepted.

On the other hand, giving in some cases is not more blessed than receiving. Regulations prohibit soliciting a contribution from other officers or employees for a gift or making a donation as a gift to an official superior. Further, accepting a gift from an officer or employee receiving less pay is prohibited. Restrictions on gifts to superiors do not, however, prohibit a voluntary gift of nominal value or nominal donation made on a special occasion such as marriage, illness, or retirement.

USE OF GOVERNMENT PROPERTY

In other areas, employees have a positive duty to protect and conserve government property. Regulations state that employees will not directly or indirectly use, or allow the use of, government property leased to the government for other than officially approved activities.

USE OF TITLES OR POSITIONS

Civilian employees and military personnel may not use their titles or positions in connection with any commercial enterprises or in endorsing any commercial product.

OUTSIDE EMPLOYMENT

Outside employment is limited. Employees are prohibited from engaging in outside employment or other outside activity, with or without compensation, which: (1) interferes with, or is not compatible with the performance of their Government duties; (2) may reasonably be expected to bring discredit on the Government or the Navy; (3) is inconsistent with the ethical standards of conduct set forth in the DOD Directive, including such inconsistent acts as the acceptance of a fee, compensation, gift, payment of expense, or any other thing of monetary value in circumstances in which the acceptance may result in, or create the appearance of, conflicts of interest.

Though employees are encouraged to engage in teaching, lecturing, or writing, they may not do so:

- For the purpose of the special preparation of anyone for an examination of the Civil Service Commission or Board of Examiners for the Foreign Service, or

- If they are dependent on information obtained as a result of Government employment unless: (1) the information has been published or is available to the general public, or (2) they have obtained written authorization because use of nonpublic information is in the public interest.

INDEBTEDNESS

Employees are expected to pay each just financial obligation in a proper and timely manner, especially Federal, State, or local taxes. In the event of a dispute, the Navy is not required to determine the validity or amount of the disputed debt.

GAMBLING, BETTING AND LOTTERIES

Employees, while on Government-owned or leased property or on duty for the Government, are prohibited from participating in any gambling activity including the operation of a gambling device, in conducting a lottery or pool, in a game for money or property, or in selling or purchasing a numbers slip or ticket. (Exclusions: activities necessitated by an employee's law enforcement duties, or under section 3 of E.O. 10927.)

DISCIPLINARY ACTIONS

There are many situations which may call for disciplinary action and a wide variety of disciplinary actions are available, ranging from oral admonitions or cautions to a warning or letter of reprimand through suspension, reduction in rank or pay, or removal from the service. There is no substitute for judgment in selecting among them.

In selecting an appropriate disciplinary action the agency should not make the mistake of demanding that the employee resign or retire to keep from being removed. The reason is that a resignation or optional retirement obtained by such means is not only unfair and unreasonable but may also be treated as a removal and therefore is subject to the adverse action procedures discussed in chapter 16. Such forced resignations or separations are usually overturned if appealed and the employee may be reinstated with back pay.

Disciplinary action taken in each instance should meet the tests of reasonableness. Any adverse action demands the exercise of responsible judgment so that no employee is penalized out of proportion to the character of the offense. An adverse action such as suspension, should be ordered only after a responsible determination that a less severe penalty, such as admonition or reprimand, is inadequate.

PURPOSE

The Civil Service Commission and the Navy have regulations governing civilian disciplinary actions to provide orderly and equitable methods for maintaining order and efficiency when sanctions are required. Disciplinary actions which may be taken against civilian employees include letters of reprimand, suspensions for varying periods, demotions, and removals. Such actions should be taken only when other methods have failed to bring about compliance with the standards of performance and conduct expected by the Navy. In essence, disciplinary action emphasizes to employees the necessity for complying with established standards. Keeping employees fully and constantly informed of expected standards of conduct and performance is therefore an effective approach to the problem of discipline and morale. Violations which occur through ignorance of standards frequently reflect the quality of supervision and of employee and supervisory training (discussed in chap. 10).

While consistency in the administration of discipline is of great importance, the penalty to impose in each case must be determined by the facts of the case. For instance, an effectively administered admonition will frequently suffice to correct an employee who has committed his first infraction. If it is possible to correct an employee other than by formal disciplinary action, such means should be taken. In all circumstances the penalty assessed should be the minimum which may reasonably be expected to correct the employee and maintain discipline and morale among other employees.

In imposing penalties of suspension from work and pay, it should be kept in mind that a suspension is tantamount to a find against the employee and that the amount of such a fine should be governed by the gravity of the offense.

A disciplinary action should also be weighed in terms of the efficiency it is designed to promote. For instance the expense of recruiting and training a new employee to replace one who has been dismissed often exceeds the cost of bringing the experienced employee around to a point of view and caliber of performance compatible with the interests of the service.

STANDARD SCHEDULE

Civil Service regulations include the principle of "like penalties for like offenses" when taking disciplinary action. For guidance in acting under this principle, the Navy has developed a Standard

Schedule of Disciplinary Offenses and Penalties (1) to provide a measure of uniformity in imposing penalties consistent with individual differences and the nature of the position held, (2) to develop on the part of employees generally, a clearer understanding of what constitutes reasonable cause for disciplinary action, and (3) to provide activities with a standard and uniform basis for disciplinary offenses and penalties. The schedule (see fig. 13-4) does not cover all possible offenses. For those not listed, penalties consistent with comparable penalties in the schedule may be prescribed. Additional guidance is also given in FPM 751, CMMI 751, and CMMI 751-A.

PROCEDURES

Civilian Manpower Management Instructions (CMMIs) provide specific procedures for use in taking disciplinary action against employees, depending upon the contemplated penalty and the category of the offending employee. One procedure is used when suspensions of 30 days or less are proposed; and used for action against ANY employee when a letter of reprimand is contemplated as the penalty. (A letter of reprimand is placed in the employee's official personnel record; it must be removed and destroyed after 2 years.)

Adverse action procedures are used in actions against employees who have acquired full statutory or regulatory rights by completion of a probationary or trial period. Adverse action procedures apply when suspension for more than 30 days, demotion, removal, reduction in rank, or furlough of 30 days or less is the proposed penalty or action.

None of the above procedures should be initiated until preliminary investigation or inquiry (including obtaining detailed information from the civilian personnel office or staff as to the proper procedures to be followed) has indicated that disciplinary action is necessary for the efficiency of the service, to correct the employee, or to maintain general descipline and morale. Such inquiries are conducted for the purpose of obtaining facts on which to base an equitable decision. Any inquiries held in the course of considering disciplinary action should therefore be conducted in a true fact-finding spirit. When disciplinary action is considered necessary, however, it should be prompt, and a statement of charges should be made as soon as possible after an offense is committed.

Navy procedure grants certain rights to employees, including the right to COMPLETE information on the reason for the proposed adverse action and the right to reply. The notice of reasons must state, specifically and in detail, all reasons for the proposed adverse action, including dates, specific instances, and other data, sufficient to enable the employee to understand the charges fully in order to be able to refute them, and to join issue adequately with the proposed action.

Notice of the final decision to take disciplinary action should be issued promptly and should advise the employee of his APPEAL RIGHTS. These are specified in the Federal Personnel Manual, chapters 751, 752, and 771; and CMMI 751, 752, and 771 as are details for all of the above procedures, including hearings and appeals.

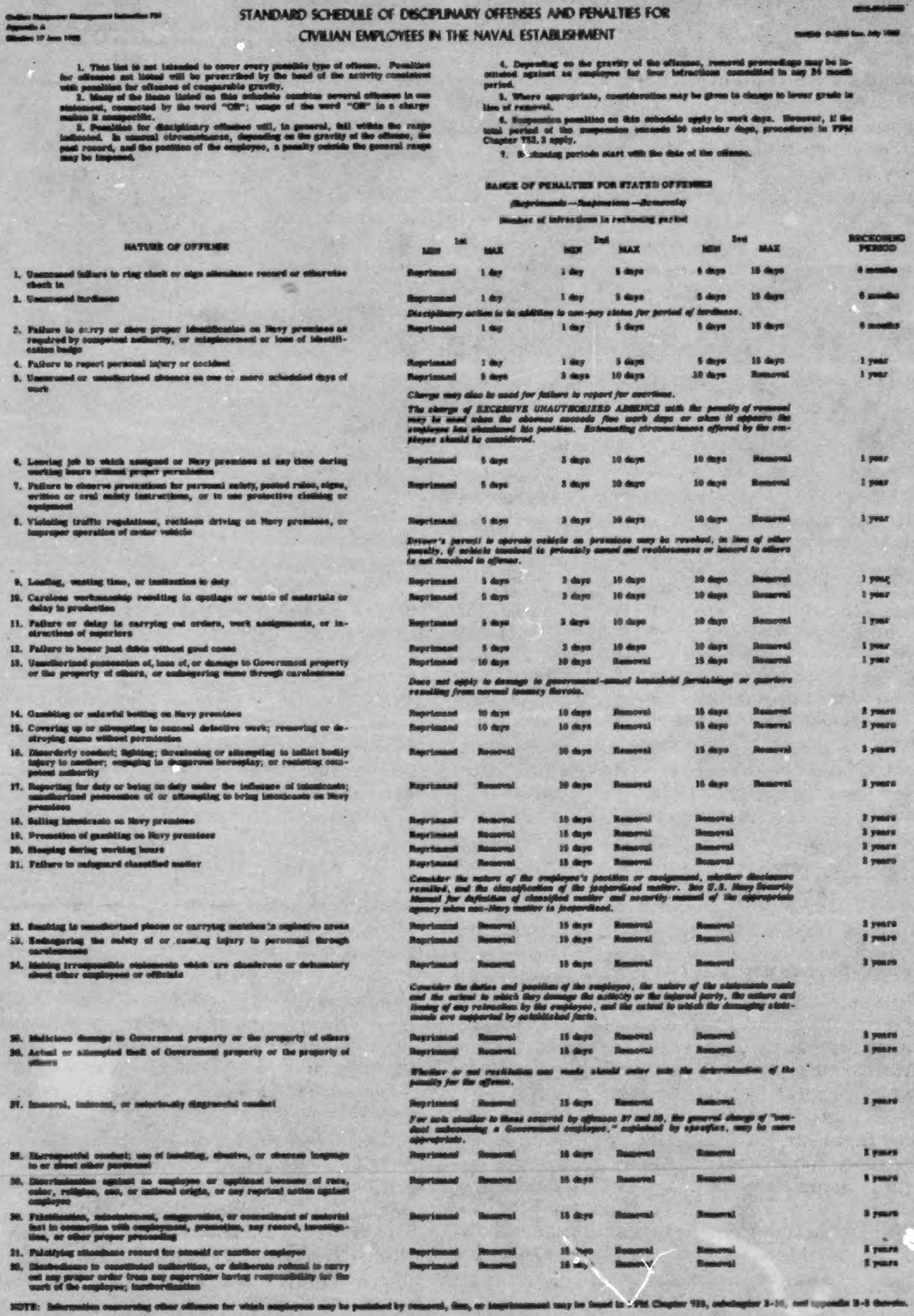
Hearings are held in the appellate phase by an examiner in accordance with FPM 771 and CMMI 771. Because appeals are decided on the basis of the written record of the case, it is necessary that the record be complete.

GRIEVANCES AND APPEALS

Each agency is required by the CSC to establish a system for the consideration of employee grievances with both informal and formal procedures for the adjustment of grievances. Each agency is also required to have an agency appeals system for the review within the agency of adverse actions. (Employees also have alternate or further appeal rights to the CSC.)

A grievance is a request by an employee, or by a group of employees acting as individuals, for personal relief in a matter of concern or dissatisfaction which is subject to the control of agency management.

An appeal is a request for reconsideration of a decision to take adverse action (removal, suspension for more than 30 days, furlough without pay, and reduction in rank or pay). A grievance is an expression of dissatisfaction with some aspect of an employee's employment situation which he seeks to have corrected—e.g., working conditions or environment, inadequate parking facilities, lack of opportunity for overtime, relationships with supervisors or coworkers, a change of assignment, et cetera. The basic difference is that in an appeal the employee has suffered a material loss, whereas a grievance ordinarily involves no loss at all, or if it does, a less serious one. They are handled differently because an employee affected by an



Civilian Manpower Management Instruction 750
Appendix A
Effective 17 June [illegible]

[illegible]

[illegible]

STANDARD SCHEDULE OF DISCIPLINARY OFFENSES AND PENALTIES FOR
CIVILIAN EMPLOYEES IN THE NAVAL ESTABLISHMENT

1. This list is not intended to cover every possible type of offense. Penalties for offenses not listed will be prescribed by the head of the activity consistent with penalties for offenses of comparable gravity.

2. Many of the items listed on this schedule combine several offenses in one statement, connected by the word "OR"; usage of the word "OR" in a charge makes it nonspecific.

3. Penalties for disciplinary offenses will, in general, fall within the range indicated. In unusual circumstances, depending on the gravity of the offense, the past record, and the position of the employee, a penalty outside the general range may be imposed.

4. Depending on the gravity of the offenses, removal proceedings may be initiated against an employee for four infractions committed in any 24 month period.

5. Where appropriate, consideration may be given to change to lower grade in lieu of removal.

6. Suspension penalties on this schedule apply to work days. However, if the total period of the suspension exceeds 30 calendar days, procedures in FPM Chapter 752.3 apply.

7. Reckoning periods start with the date of the offense.

RANGE OF PENALTIES FOR STATED OFFENSES

(Reprimands—Suspensions—Removals)

Number of infractions in reckoning period

NATURE OF OFFENSE	1st MIN	1st MAX	2nd MIN	2nd MAX	3rd MIN	3rd MAX	RECKONING PERIOD
1. Unexcused failure to ring clock or sign attendance record or otherwise check in	Reprimand	1 day	1 day	5 days	5 days	15 days	6 months
2. Unexcused tardiness	Reprimand	1 day	1 day	5 days	5 days	15 days	6 months
	Disciplinary action is in addition to non-pay status for period of tardiness.						
3. Failure to carry or show proper identification on Navy premises as required by competent authority, or misplacement or loss of identification badge	Reprimand	1 day	1 day	5 days	5 days	15 days	6 months
4. Failure to report personal injury or accident	Reprimand	1 day	1 day	5 days	5 days	15 days	1 year
5. Unexcused or unauthorized absence on one or more scheduled days of work	Reprimand	5 days	3 days	10 days	10 days	Removal	1 year
	Charge may also be used for failure to report for overtime. *The charge of EXCESSIVE UNAUTHORIZED ABSENCE with the penalty of removal may be used when the absence exceeds five work days or when it appears the employee has abandoned his position. Extenuating circumstances offered by the employee should be considered.*						
6. Leaving job to which assigned or Navy premises at any time during working hours without proper permission	Reprimand	5 days	3 days	10 days	10 days	Removal	1 year
7. Failure to observe precautions for personal safety, posted rules, signs, written or oral safety instructions, or to use protective clothing or equipment	Reprimand	5 days	3 days	10 days	10 days	Removal	1 year
8. Violating traffic regulations, reckless driving on Navy premises, or improper operation of motor vehicle	Reprimand	5 days	3 days	10 days	10 days	Removal	1 year
	Driver's permit to operate vehicle on premises may be revoked, in lieu of other penalty, if vehicle involved is privately owned and recklessness or hazard to others is not involved in offense.						
9. Loafing, wasting time, or inattention to duty	Reprimand	5 days	3 days	10 days	10 days	Removal	1 year
10. Careless workmanship resulting in spoilage or waste of materials or delay in production	Reprimand	5 days	3 days	10 days	10 days	Removal	1 year
11. Failure or delay in carrying out orders, work assignments, or instructions of superiors	Reprimand	5 days	3 days	10 days	10 days	Removal	1 year
12. Failure to honor just debts without good cause	Reprimand	5 days	3 days	10 days	10 days	Removal	1 year
13. Unauthorized possession of, loss of, or damage to Government property or the property of others, or endangering same through carelessness	Reprimand	10 days	10 days	Removal	15 days	Removal	1 year
	Does not apply to damage to government-owned household furnishings or quarters resulting from normal tenancy therein.						
14. Gambling or unlawful betting on Navy premises	Reprimand	10 days	10 days	Removal	15 days	Removal	2 years
15. Covering up or attempting to conceal defective work; removing or destroying same without permission	Reprimand	10 days	10 days	Removal	15 days	Removal	2 years
16. Disorderly conduct; fighting; threatening or attempting to inflict bodily injury to another; engaging in dangerous horseplay; or resisting competent authority	Reprimand	Removal	10 days	Removal	15 days	Removal	2 years
17. Reporting for duty or being on duty under the influence of intoxicants; unauthorized possession of or attempting to bring intoxicants on Navy premises	Reprimand	Removal	10 days	Removal	15 days	Removal	2 years
18. Selling intoxicants on Navy premises	Reprimand	Removal	10 days	Removal	Removal		2 years
19. Promotion of gambling on Navy premises	Reprimand	Removal	15 days	Removal	Removal		2 years
20. Sleeping during working hours	Reprimand	Removal	15 days	Removal	Removal		2 years
21. Failure to safeguard classified matter	Reprimand	Removal	15 days	Removal	Removal		2 years
	Consider the nature of the employee's position or assignment, whether disclosure resulted, and the classification of the jeopardized matter. See U.S. Navy Security Manual for definition of classified matter and security manual of the appropriate agency when non-Navy matter is jeopardized.						
22. Smoking in unauthorized places or carrying matches in explosive areas	Reprimand	Removal	15 days	Removal	Removal		2 years
23. Endangering the safety of or causing injury to personnel through carelessness	Reprimand	Removal	15 days	Removal	Removal		2 years
24. Making irresponsible statements which are slanderous or defamatory about other employees or officials	Reprimand	Removal	15 days	Removal	Removal		2 years
	Consider the duties and position of the employee, the nature of the statements made and the extent to which they damage the activity or the injured party, the nature and timing of any retraction by the employee, and the extent to which the damaging statements are supported by established facts.						
25. Malicious damage to Government property or the property of others	Reprimand	Removal	15 days	Removal	Removal		2 years
26. Actual or attempted theft of Government property or the property of others	Reprimand	Removal	15 days	Removal	Removal		2 years
	Whether or not restitution was made should enter into the determination of the penalty for the offense.						
27. Immoral, indecent, or notoriously disgraceful conduct	Reprimand	Removal	15 days	Removal	Removal		2 years
	For acts similar to those covered by offenses 27 and 28, the general charge of "conduct unbecoming a Government employee," explained by specifics, may be more appropriate.						
28. Disrespectful conduct; use of insulting, abusive, or obscene language to or about other personnel	Reprimand	Removal	15 days	Removal	Removal		2 years
29. Discrimination against an employee or applicant because of race, color, religion, sex, or national origin, or any reprisal action against employee	Reprimand	Removal	15 days	Removal	Removal		2 years
30. Falsification, misstatement, exaggeration, or concealment of material fact in connection with employment, promotion, any record, investigation, or other proper proceeding	Reprimand	Removal	15 days	Removal	Removal		2 years
31. Falsifying attendance record for oneself or another employee	Reprimand	Removal	15 days	Removal	Removal		2 years
32. Disobedience to constituted authorities, or deliberate refusal to carry out any proper order from any supervisor having responsibility for the work of the employee; insubordination	Reprimand	Removal	15 days	Removal	Removal		2 years

NOTE: Information concerning other offenses for which employees may be punished by removal, fine, or imprisonment may be found in FPM Chapter [illegible], subchapter 2-10, and appendix B-2 thereto.

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Figure 13-4.—Standard Schedule of Disciplinary Offenses and Penalties.

adverse action is entitled under law and Executive Order to certain rights, including the right of appeal to the Commission, whereas grievances concern matters which are not subject to review outside the agency and for which no processing requirements are prescribed by law or Executive Order.

All employees of the Department of the Navy (except Civilian Marine personnel employed by the Military Sealift Command) are covered by the Navy's Grievance Procedures. Thus, temporary, part time, and term employees, and employees in the probationary period, as well as those on excepted appointments are covered by Grievance Procedures.

Employees covered by appeals (from adverse actions) are as follows:

- Any career, career-conditional, overseas limited, indefinite, or term employee, or any employee serving under a career executive assignment, in a competitive position who is not serving a probationary or trial period;

- Any employee serving in a competitive position who has completed one year of current continuous employment except one serving under a temporary appointment with a definite time limitation or a limited executive assignment; and

- An employee having a competitive status who occupies a position in Schedule B under a nontemporary appointment.

APPEALS AND GRIEVANCE PROCEDURES

Civilian employees are provided appeal rights and the right to present a grievance under two basic procedures. These are: appeal rights for matters covered by administrative appeals procedures (in accordance with Executive Order 10987 and CSC regulations) (generally appeals from adverse actions) and the right to present a grievance concerning matters covered by administrative grievance procedures (set up in accordance with broad CSC standards). Figure 13-5 summarizes the two procedures. These procedures are briefly explained here. Complete information is given in chapters 771 and 752 of the Federal Personnel Manual and CMMI 771 and 752.

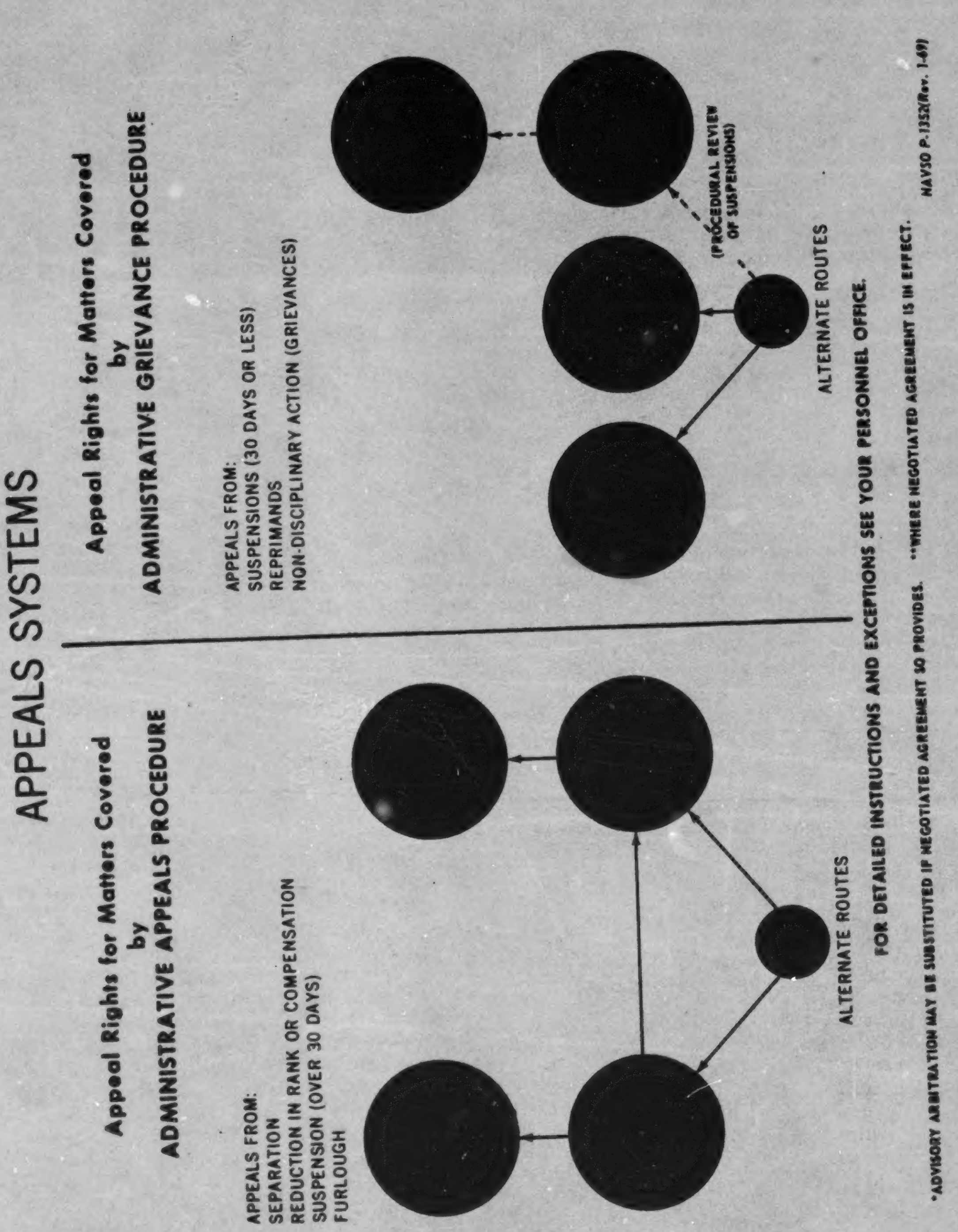
The procedures given in FPM 771 do not cover appeals from special types of administrative actions, such as those listed as exceptions in CMMI 771, position classifications, performance ratings, or alleged discrimination because of race, color, religion, marital status, sex, or national origin. There are other appeal procedures, set forth in the Federal Personnel Manual and CMMIs for handling those matters. (Allegations of discrimination are processed under FPM 771 and 713 and CMMI 771 and 713.) Appeals dealing with Equal Employment Opportunity are discussed in chapter 9.

Disciplinary and Adverse Actions

An employee who has acquired full statutory or regulatory rights by completion of a probationary or trial period (or is otherwise covered by appeals for adverse action as previously detailed), who is discharged, suspended for more than 30 days, furloughed without pay, or reduced in rank or compensation may appeal the action, within the time limits specified in FPM 771 and FPM 752, either to the Civil Service Commission or under the Navy's procedure. His appeal must be reviewed to determine the merit of the action and to determine if the activity followed all prescribed procedures in effecting the action.

The Navy's procedure provides for two levels of appeal from adverse action: a first level decision by the head of the activity in which appellant is employed, (a hearing is held at the first appellate level) and a second level decision in the Office of the Secretary of the Navy. If the employee first appeals to the Commission, he forfeits his rights to appeal under the Navy's procedure. If he appeals under the Navy's procedure, he may appeal either to the Commission after receipt of a first level decision on his appeal, or to the second Navy level of review, but not to both.

Official Time to Prepare Appeal. — An employee is entitled to a reasonable amount of official time to prepare his appeal if he is otherwise in an active duty status. If the employee's representative is an employee of the agency, he is also entitled to a reasonable amount of official time to prepare the appeal if he is otherwise in an active duty status.


APPEALS SYSTEMS
Appeal Rights for Matters Covered by ADMINISTRATIVE APPEALS PROCEDURE
APPEALS FROM:
SEPARATION
REDUCTION IN RANK OR COMPENSATION
SUSPENSION (OVER 30 DAYS)
FURLOUGH
ALTERNATE ROUTES
Appeal Rights for Matters Covered by ADMINISTRATIVE GRIEVANCE PROCEDURE
APPEALS FROM:
SUSPENSIONS (30 DAYS OR LESS)
REPRIMANDS
NON-DISCIPLINARY ACTION (GRIEVANCES)
(PROCEDURAL REVIEW OF SUSPENSIONS)
ALTERNATE ROUTES

FOR DETAILED INSTRUCTIONS AND EXCEPTIONS SEE YOUR PERSONNEL OFFICE.

*ADVISORY ARBITRATION MAY BE SUBSTITUTED IF NEGOTIATED AGREEMENT SO PROVIDES.

**WHERE NEGOTIATED AGREEMENT IS IN EFFECT.

NAVSO P-1352(Rev. 1-69)

86.12

Figure 13-5.—Employee Appeals.

Employee Appeal File.—When an employee files an appeal under an agency appeals system, the agency must establish an employee appeal file separate from the Official Personnel Folder. The agency files in the employee appeal file all documents pertinent to the appeal, such as copies of the notice of proposed adverse action; the material relied on by the agency to support the reasons in that notice; the employee's reply, if any; the notice of original decision; the employee's appeal; any pertinent evidence developed after issuance of the notice of proposed adverse action; the reasons for not granting a hearing when one was requested but not granted; the reasons for not producing witnesses at the hearing; the transcript of the hearing when a hearing was held; the report of the examiner; and the notice of appellate decision or the notice of termination of the appeal.

Suspensions of 30 Days or Less

In the matter of suspensions for 30 days or less, the employee with protective rights must select an appeal channel, either through the Navy's levels of review or to the Civil Service Commission. Review of an appeal by the Commission is limited to procedural aspects: review by the Navy encompasses both procedural compliance and merit of the action. An employee must be advised that his appeal will not be processed through the administrative grievance procedure, if he appeals to the Commission. He must also be advised he may not appeal through any negotiated appeal procedure if he elects to appeal through the administrative grievance procedure.

An appeal may be submitted at any time after receipt of the notice of proposed action but no later than 15 calendar days after the effective date of the suspension. (See FPM 752-3.)

Grievances

The standard procedure for presenting a grievance is available to all Navy employees (except Civilian Marine employees of the Military Sealift Command) having a grievance unrelated to adverse action. It is applicable to a grievance concerning a letter of reprimand and may be used for appealing suspensions of 30 days or less; both would be covered by the grievance system (after April 1971). Although a separation or demotion resulting from the abolishment of an employee's position is appealable to the Commission under the reduction-in-force regulations the Commission's appellate review does not extend to the reasons behind the agency's decision to abolish the position. With respect to a suspension of 30 days or less, the Commission's appellate review is limited to the procedures followed in effecting the suspension and does not extend to the merits of the action. Thus in neither case would the BASIS for the agency's decision be reviewable outside the agency, so that both decisions could be contested under the grievance system.

It is not intended to cover the more general issues which are normally the subject of consideration by management and groups of employees or their representatives, but rather to cover complaints and misunderstandings which are of personal concern to an individual employee.

Employee grievances are processed under the Administrative Grievance Procedure given in FPM 771 and CMMI 771. (See fig. 13-5.)

Employees are entitled to a reasonable amount of official time (if otherwise in an active duty status) to present grievances.

POLITICAL ACTIVITY

The Hatch Political Activities Act provides that: "It shall be unlawful for any person employed in the executive branch of the Federal Government, or any agency or department thereof, to use his official authority or influence for the purpose of interfering with an election or affecting the result thereof. No officer or employee in the executive branch of the Federal Government, or any agency or department thereof, shall take any active part in political management or in political campaigns. All such persons shall retain the right to vote as they may choose and to express their opinions on all political subjects and candidates.***" (Section 9(a), Act of August 2, 1939, as amended.) (Codified in Title 5, USC 7324-7327.) The Civil Service Commission enforces political activity restrictions for employees in competitive positions. The most severe penalty is removal and the minimum is suspension without pay for 30 days.

Employees of the Federal Government occupy positions of public trust and should be responsible to community interest. Registering and voting is a privilege that should be exercised by all citizens. The Hatch Act (and Civil Service Rule IV) guarantees to Federal employees the right to do so free from any interference, persuasion, or official domination. They should be informed as to permissible political activities as well as those restricted by the Act. (See fig. 13-6.)

Exceptions to Hatch Act Restrictions

The Hatch Act specified two conditions under which political activity on the part of Federal officers and employees is permissible.

- In elections not specifically identified with National or State issues or political parties (activity of a strictly local character).

- In political campaigns adjacent to the District of Columbia or in communities the majority of whose voters are employees of the Federal Government.

Exceptions under the second condition are granted by the CSC in response to a formal request from the representatives of the community involved. "Political Activity of Federal Officers and Employees," CSC Pamphlet 20, lists the communities or political subdivisions that have been granted exceptions. It also provides a summary and interpretations of the laws which restrict political activity on the part of Federal employees.

Permitted Activities

The Hatch Act permits Federal employees to engage in the following activities.

REGISTRATION. It is not only permissible but an obligation on all citizens, including Federal employees, to register and vote.

VOTING. The language of the law specifically provides that all Federal employees have the right to vote as they choose.

EXPRESSION OF OPINIONS. Federal employees have the right to express political opinions, but they may not take an active part in political management or in political campaigns.

ATTENDANCE AT POLITICAL RALLIES AND CONVENTIONS. Federal employees may be present as spectators at political rallies and conventions to which the general public is admitted.

NOMINATING PETITIONS. Federal employees are permitted to sign nominating petitions in support of individuals whom they wish to see become candidates for office.

CONTRIBUTIONS. It is lawful for Federal employees to make voluntary contributions to regularly constituted political organizations, provided such contribution is not made in a Federal building or to some other Federal employee.

BADGES, BUTTONS, PICTURES, AND STICKERS. Federal employees are not prohibited from wearing a political badge or button and may display political posters or pictures in windows of their homes or on their automobiles. While it is not unlawful for Federal employees to wear political badges or buttons or to display political stickers on their private automobiles (except where forbidden by local ordinance), it is regarded as contrary to the spirit of the law for public servants to make a partisan display of any kind, while on duty conducting the public business.

NONPARTISAN POLITICAL ACTIVITY. Employees subject to the provisions of the Hatch Act are not prevented or prohibitied from participation in nonpartisan political activity as stated in 5 USC 1503. Opposing or supporting constitutional amendments, referendums, municipal ordnances and other questions of a similar character are specifically identified as being nonpartisan.

The question of whether a local election is nonpartisan should be resolved by reference to 5 USC 1503 or the CSC. Prior approval of the head of the activity or command must be obtained before an employee participates in a nonpartisan local election.

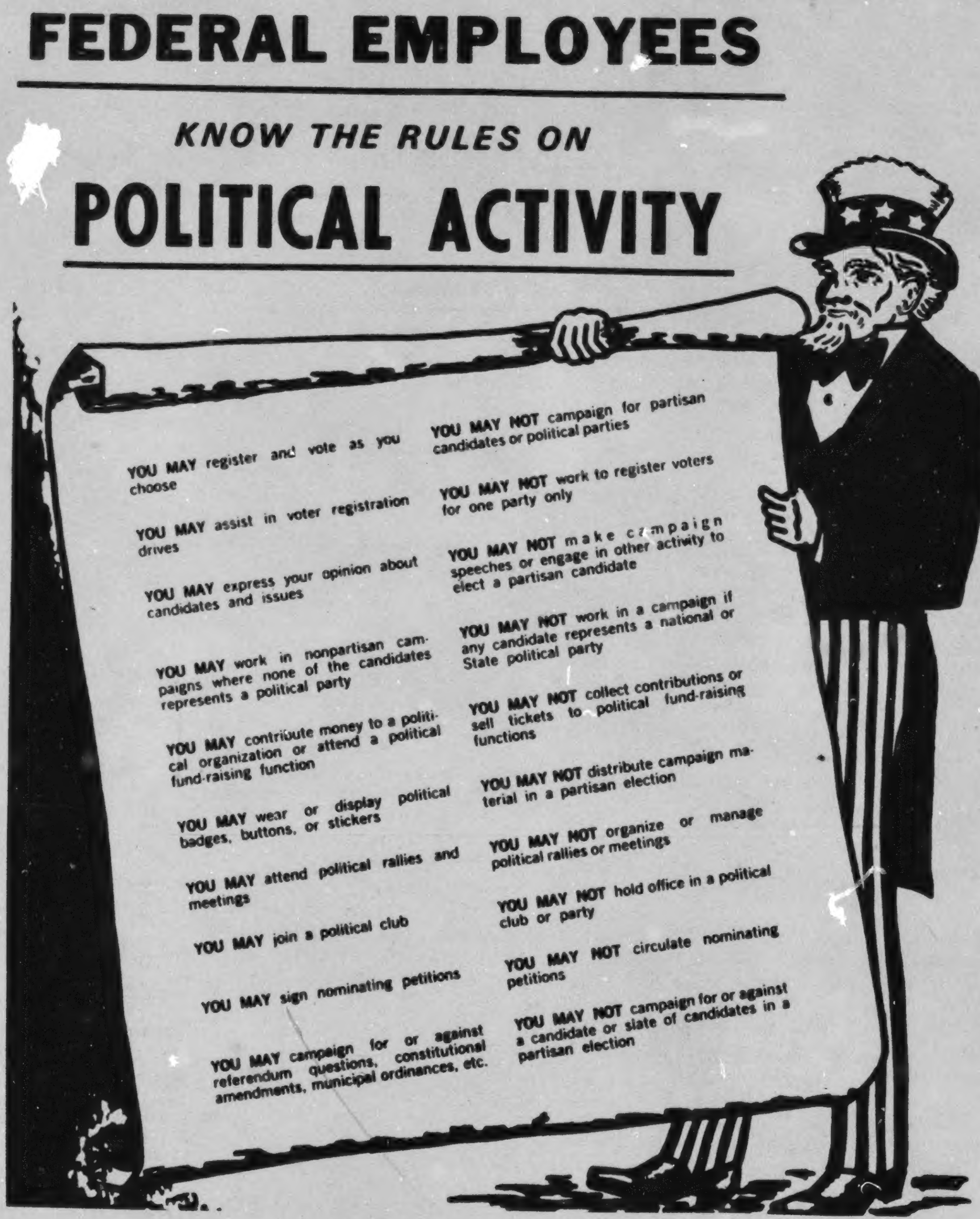
Prohibited Activities

The Hatch Act prohibits Federal employees from engaging in the following activities.

Serving on or for any political committee, party, or other similar organization, or serving as a delegate or alternate to a caucus or party convention.

Soliciting or handling political contributions.

Soliciting sale of or selling political party dinner tickets.



FEDERAL EMPLOYEES

KNOW THE RULES ON

POLITICAL ACTIVITY

YOU MAY register and vote as you choose

YOU MAY assist in voter registration drives

YOU MAY express your opinion about candidates and issues

YOU MAY work in nonpartisan campaigns where none of the candidates represents a political party

YOU MAY contribute money to a political organization or attend a political fund-raising function

YOU MAY wear or display political badges, buttons, or stickers

YOU MAY attend political rallies and meetings

YOU MAY join a political club

YOU MAY sign nominating petitions

YOU MAY campaign for or against referendum questions, constitutional amendments, municipal ordinances, etc.

YOU MAY NOT campaign for partisan candidates or political parties

YOU MAY NOT work to register voters for one party only

YOU MAY NOT make campaign speeches or engage in other activity to elect a partisan candidate

YOU MAY NOT work in a campaign if any candidate represents a national or State political party

YOU MAY NOT collect contributions or sell tickets to political fund-raising functions

YOU MAY NOT distribute campaign material in a partisan election

YOU MAY NOT organize or manage political rallies or meetings

YOU MAY NOT hold office in a political club or party

YOU MAY NOT circulate nominating petitions

YOU MAY NOT campaign for or against a candidate or slate of candidates in a partisan election

52.71

Figure 13-6.—Rules on Political Activity.

Serving as officer of a political club, as member or officer of any of its committees, addressing such a club on any partisan political matter, or being active in organizing it.

Serving in connection with preparation for, organizing or conducting a political meeting or rally, addressing such a meeting on any partisan political matter, or taking any other active part therein.

Engaging in activity at the polls (at primary or regular elections), such as soliciting votes, assisting voters to mark ballots, or transporting or helping to get out the voters on election days.

Acting as recorder, checker, watcher, or challenger of any party or faction.

Serving in any position of election officer in which partisanship or partisan political management may be shown.

Writing for publication or publishing any letter or article, signed or unsigned, soliciting votes in favor of or against any political party or candidate.

Becoming a candidate for nomination or election to office, Federal, State, county, or municipal, which is to be filled in an election in which party candidates are involved, or soliciting others to become candidates for nomination or election to such offices.

Distributing campaign literature or material.

Initiating or circulating partisan political nominating petitions.

Engaging in political caucuses, or canvassing a district or soliciting political support for a party, faction, or candidate.

CIVILIAN AWARDS

Since the need for recognition is just as strong in civilians as in military personnel, it is an attribute of a good leader to be constantly aware of methods of rewarding outstanding service or accomplishment of civilians under his supervision. The Government incentive awards program was established for the purpose of improving Government operations and recognizing employees through the medium of incentive awards. Chapter 451 of the Federal Personnel Manual and CMMI 451 provide that civilians may be recognized by the following methods for suggestions, inventions, special achievements, or other personal efforts which contribute to efficiency, economy, or other improvement in Government operations.

1. Cash awards made on the basis of the value of the employee's contribution to the Navy and/or Government. In some instances, quality increases, granted under FPM/CMMI 532, may be more appropriate than recognition under the incentive awards program.
2. Noncash awards for an employee contribution which does not meet the standard for a cash award. Recognition may be in the form of a letter of appreciation or a certificate, or by other appropriate means.
3. Honorary awards recognizing a superior employee contribution, continued distinguished service, a singular achievement, or an act of personal heroism.
4. Presidential awards which are recommended by the head of an agency to the Distinguished Civilian Service Awards Board established under Executive Orders 10717 and 10979. The Board announces annually when it will receive nominations for the year and forwards instructions to each agency.
5. Non-Navy awards, which may be cash and/or honorary awards, granted by other Government agencies, and those granted by private organizations or institutions for outstanding service and achievement by Government employees.
6. Awards for career service are given at significant points in an employee's career. Common points are the completion of 20, 30, 40, and 50 years of service, and upon retirement.
7. Local honorary awards established by individual activities as incentive awards, provided they do not conflict with Navy policies and regulations.

In addition, civilian employees may be recommended for the Medal of Freedom and the National Security Medal, as well as a number of military decorations. The criteria and instructions for submitting recommendations for these awards are set forth in SECNAVINST 1650.1, Navy and Marine Corps Awards Manual.

INCENTIVE AWARDS PROGRAM

The Department of the Navy must conduct its operations in the most efficient manner possible to make the maximum contribution to the effective operation of the Defense establishment. Consistent with this policy the Department established the Navy Incentive Awards Program in accordance with DOD standards and procedures as a management tool to encourage maximum participation of its employees in improving Government operations. This program provides monetary and honorary awards for civilian employee contributions by individuals or groups, benefiting the Government. (Military members are also eligible for incentive awards under this program in accordance with SECNAVINST 1650.25, discussed in chapter 15.)

Each employee who completes the regulatory time in grade and who is certified by his supervisor as performing at an acceptable level of competence is eligible for a within grade pay step increase (as described in chapter 5). The within grade pay step increases are separate from the Incentive Awards Program.

ADMINISTRATION

The Secretary of the Navy delegated responsibility for administering the Navy Incentive Awards Program to the Director of Civilian Manpower Management who issues policies and standards and grants exceptions. SECNAV also established the Navy Incentive Awards Board to assist in attaining the objectives of the program. Authority to approve awards is given in CMMI 451-E and 451-F.

Awards are given for suggestions for improving operations, inventions, and special achievement. Quality increases may also be given to deserving employees.

Incentive Award Committees

Under the Incentive Awards Program, local Incentive Awards Committees (or panels) may be established to:

- Monitor the operations of the awards program;
- Stimulate participation;
- Review contested decisions;
- Select nominees for competitive and honorary awards;
- Assure coordination of the incentive awards program activities and publicity with other management programs;
- Review and make recommendations on cash awards in excess of the amount delegated to line officials ($350 or less);
- Perform other policy and program functions.

The committee may include military and civilian members. Members' terms of office rotate; with a portion of the membership changing each year. A minimum of three persons constitutes a quorum.

EMPLOYEE CONTRIBUTIONS

Employees may receive awards under the Incentive Awards Program for such contributions as suggestions, inventions, safety improvements and publication of articles describing contributions that may be adopted by other activities.

Suggestions

Employees should be encouraged to submit suggestions (which do not need to be original) which directly contribute to economy or efficiency, or directly increase effectiveness in carrying out the programs or missions of the Department of the Navy, other Federal agencies, or the government of the District of Columbia. A suggestion must be written and signed by the suggestor(s). A suggestion form, NAVEXOS 12450/8, is available and is suggested for use, but its use is not mandatory. However, any improvement idea not submitted on NAVEXOS 12450/8 must be identified as a suggestion and submitted to management through incentive awards channels. Suggestions are usually submitted for management appraisal prior to their adoption.

A suggestion is considered as adopted and eligible for award consideration when it is actually put into effect by management—either actual operation or a written management commitment to place it into operation. The adoption action may be taken by the originating activity, another activity or Governmental department or agency, or the District of Columbia government. Management, not the incentive awards committee, determines whether to adopt a suggestion.

To be eligible for award consideration, suggestions which have been adopted prior to formal submission must be submitted in writing not later than 6 months after the date of adoption. To be eligible for an award, the suggestion must be adopted within two years after its receipt by the incentive awards office unless the adoption is delayed beyond the two-year period for trial tests, experimentation, or investigation outside of the originating activity, needed to determine the value of the suggestion.

Cash awards are made for both tangible benefits and intangible benefits using the scales given in CMMI 451. Appropriate encouragement and support as well as publicity should be given the program by management.

Inventions

Inventions of value to the Government qualify for award consideration as employee contributions. Title 35, U.S. Code, "Patents," contains the law governing inventions and patents. Executive Order 10096, 23 January 1950, as revoked and amended by Executive Order 10695, 16 January 1957, and Executive Order 10930, 24 March 1961, contains the uniform patent policy concerning inventions by government employees.

Of primary importance is the requirement for filing applications for patents. The application must be filed within one year after public disclosure of the invention. A public disclosure of an invention consists of its being in a printed publication, being in public use, or being placed on sale. Failure to file the application within the one-year period will destroy the patentability of the invention, resulting in possible loss to the inventor and the Government. To protect the interests of the inventor and the Government, and to be eligible for an award, the invention disclosure should be submitted promptly to the patent authority to allow ample time for patent processing. If there is no local patent liaison office, forward the suggestion to the Assistant, Chief of Naval Research for Patents, Department of the Navy, Washington, D.C. 20360.

All inventions are to be given award consideration based on their use and value, actual or anticipated, irrespective of the final patent action taken. Many inventions, while constituting valuable contributions, are not sufficiently novel for patent action or are not authorized for filing because of time, staffing, and other considerations. If it is decided that an application for patent should not be filed, the patent authority forwards the invention disclosure to the incentive awards office for review to determine whether any use, either actual or contemplated, of the idea contained in the invention warrants award consideration. Some inventions may arise out of suggestions processed through incentive awards channels. Others may be brought to light by disclosures submitted directly to the patent authority for consideration. Inventions are to receive both patent and award consideration.

Invention disclosures are reviewed and given a Navy-wide evaluation by the patent authority as to technological importance, extent of application, extent of production or use and savings, if any. When the preparation of a patent application is approved, the patent authority notifies the incentive awards office of the approval. When the incentive awards office receives this notification and a copy of the invention disclosure, the inventor is eligible for an initial award of $50. When two or more employees are coinventors, each receives an award of $50.

When a patent has been issued (or a notice of allowability received in those instances where issuance is deferred because of security restrictions), the inventor is eligible to receive an additional award of $100. In cases where two or more employees are coinventors, the $100 award is divided equally among the several eligible coinventors.

Awards for inventions are not authorized in those cases where a cash award has already been granted for the invention as a suggestion. However, in cases where prior awards have totaled less than the amounts provided under CMMI 451.3, the difference may be awarded. The amount previously paid is deducted from the total award.

Safety Improvements

An "Evaluation Guide for Safety Improvements" which provides a method of assigning point values to suggested safety improvements is given in CMMI 451-C. The evaluation guide and suggested scale are intended for safety contributions having local application only. The award scale for intangible benefits is used for safety contributions having bureau-wide or Navy-wide application.

Publication Awards

A publication award of $25 is paid for a contribution that is:

- Published in a bureau, office or headquarters command technical bulletin or publication.

- Sufficiently described to permit adoption by other activities from the information published.

- Published to disseminate an improvement idea having possible wider application.

The $25 award is granted whether or not an adoption is reported as a result of the publication. If as a result of publication of the idea, adoption reports are received, an award in excess of $25, based on the total benefits reported (and including the $25 paid for publication) may be granted.

RECOGNITION FOR EMPLOYEE WORK PERFORMANCE

Cash awards are payable to employees who make a contribution which is sufficiently above normal job expectancy to warrant special recognition. Supervisors initiate recommendations for these awards. For identification and processing purposes, special achievements are divided into three classes: superior achievement, sustained superior performance, and special acts or service. Quality increases may also be awarded for high quality performance.

Recommendations for Special Achievement Awards made by supervisors to the Awards Panel should contain sufficient information to enable the panel to make an objective decision on the merits of the case. The recommendations should (1) provide a clear, concise statement of the normal duties of the employee and (2) give specific examples of superior performance. When this information is omitted, the panel has no basis for comparing the specific achievements of the employee with his normally expected performance. The following sections are intended as a guide to assist in making employee award recommendations.

Sustained Superior Performance

A Special Achievement Award based on sustained superior performance is granted to an individual, not a group. It is based on a specific awards scale and the employee's pay level.

- The award is made for superior performance which has been sustained for no less than six consecutive months during which time the employee remained at the same pay level (unless demoted for reasons other than cause).

- Promotions, demotions, and separations after completing the six-month period are not disqualifying for receiving the award.

- The recommendation must be specific as to how the employee's performance exceeded the standards for his position to warrant this recognition.

- The performance is not usually measurable in dollar savings, but where such savings have been attained, they should be listed.

Superior Achievement

A Special Achievement Award for a superior achievement or performance other than sustained performance is granted to an individual, or a group (where their contributions cannot be singularly identified).

- The award is based on dollar savings or other definable benefit (which can be measured on the intangible scale) which accrues or is expected to accrue in the first full year of application.

- A superior achievement is an achievement in performance not normally expected in the position; normally, higher level employees, to be entitled to an award, are expected to effect more significant improvement and/or higher savings than employees in the lower grades.

Examples of superior achievement include that the employee's achievement:

- Effected new and improved work methods and procedures to save manpower, space, material, time or other items of expense, and therefore, dollars.

- Contributed significantly to the advance of safety, health, or employee morale.

- Was characterized by initiative and creative efforts that resulted in an important contribution to science or research.

- Involved overcoming unusual work difficulties.

- Involved completion of assigned tasks in such a manner that previously unattained records of production were achieved.

Special Act or Service

A Special Achievement Award based on a special act or service is granted to an individual or a group (where their contributions cannot be singularly identified).

The award is made for an achievement that is related to or associated with official employment contributing to efficiency, or economy, or some other improvement in Government operations; or which is otherwise in the public interest.

Examples of special acts or services include the following:

- A demonstration of unusual courage or competence in an emergency, such as rescuing fellow workers or saving public property.
- Improved public relations or sustained good outside relations in usually adverse circumstances.
- Improved service to the public in a specific or measureable way.

Quality Increase

A quality increase (QI) is for the truly exceptional employee who cannot otherwise be promoted, or for the highly proficient employee who has sustained a high level of competence over an extended period of time and particularly if he is stymied by the organizational structure or grade or ceiling restrictions, et cetera, which tend to negate the propriety for a merit promotion.

In order for an employee to be recommended for a quality increase by his supervisor, the following criteria must be met:

- The employee must have performed the most important functions of his job in a manner that SUBSTANTIALLY exceeds normal requirements so that, when viewed as a whole, his work performance is of a high degree of effectiveness.
- The employee's high degree of effectiveness has been sustained to the extent that it may be considered characteristic of his performance.
- The performance is not based on a single achievement or short-run improvement but is of such a nature that it gives promise of continuing.
- The performance clearly exceeds that of other employees doing similar work whose performance meets the established normal job requirements.
- The period during which the high quality performance has been observed is not less than 3 months in the current position.
- No more than one quality increase may be granted within any period of 52 weeks. In this instance, the 52-week period is calculated from the date the quality increase is effected. In addition, an employee who was granted a special achievement award based on sustained superior performance is not eligible to receive a quality increase until twelve months have elapsed from the beginning date of the period of performance upon which that award was based.

Applying Criteria.—In applying the criteria, the following considerations apply:

1. Determinations of high quality performance must be made in the light of job duties and the performance requirements established by management for the particular position. Where written work standards have been established for the position, they are to be used. Consideration is to be given to the quantity and quality of work, mastery of necessary professional knowledge, manual skills, and other elements of high quality performance, including qualifications and conduct which have a direct bearing on performance.
2. Each recommendation for a quality increase must always be considered in the light of the known current standards for the position concerned. Performance requirements are not necessarily to be considered static; in some positions they become more demanding. Supervisors should be certain that recommendations for quality increases are not repeated on an automatic basis, and that performance requirements are up-to-date and reflect current expectations. The primary consideration must be given to the statutory standard that performance, in order to be of high quality, must be above that ordinarily found in the type of position concerned and deserving of special recognition.
3. Receipt of a quality increase does not establish a level of performance above the normal level for the individual who received the increase. What is "medium," "average," or "typical" work remains the same so long as the assignments remain the same or so long as the "norm" is not changed for all assigned

the same tasks and responsibilities. An average or typical standard of performance is derived from an analysis of the job and a knowledge of the normal capabilities of qualified employees to do the particular kind of tasks involved in the position. Performance standards are not necessarily based on the performance of one individual.

4. It should be recognized that the reward represented by a quality increase is an additional important and useful means of achieving the objectives of improving manpower controls and utilization through incentive awards.

Relation to Within-Grade Increases.—Quality increases are in addition to regular within-grade increases (see chapter 5) and are not considered to be equivalent increases in compensation. This means that an employee who receives a quality increase does not thereby start a new waiting period to meet the time requirements for a regular within-grade increase. The following examples illustrate this point.

1. A quality increase is given to an employee who has completed 40 weeks of creditable service towards an increase to the second rate. After the quality increase places him in the second rate, he then requires only 12 weeks more of creditable service to complete the 52 calendar week waiting period requirement for advancement to the third rate.

2. A quality increase is given to an employee in the third rate of his grade who has completed 40 calendar weeks of creditable service towards an increase to the fourth rate. After the quality increase places him in the fourth rate, which is in a higher waiting-period category, he then requires only 64 calendar weeks more of creditable service to complete the 104 calendar week waiting-period requirement for advancement to the fifth rate. In each of these illustrations, the employee receives credit for the 40 weeks of creditable service he has already completed.

MERIT PROMOTION PROGRAM

The responsibility for establishing eligibility and examining qualifications for original appointment, promotion, reassignment, transfer, or reinstatement in the Federal Service is vested in the Civil Service Commission (CSC) by Section 7 of the Civil Service Act of 16 January 1883.

The head of each activity has overall responsibility for the establishment and operation of a sound Merit Promotion Program within his command. The Civilian Personnel Office shares in this responsibility through coordination, development, implementation, and administration of the activity's program in accordance with CSC and OCMM guidelines.

The Civil Service Commission requires that all promotions in the Federal Civil Service be made under agency promotion plans which conform to guidelines established under the Federal Merit Promotion Program. FPM 335 and CMMI 335 constitute Navy's guidelines and require activities to establish and publicize local Merit Promotion plans and to effect all promotions for employees in accordance with the local Merit Promotion Program established.

Merit Promotion processes apply to all competitive service positions, and to positions with known promotion potential to be filled by reassignment, transfer, reinstatement, and initial appointment. Promotion processes must also be used when selecting employees for special training leading to promotion.

For assignments to positions in Grades GS-16, 17 and 18, the instructions contained in FPM 335 and CMMI 335 are supplemented by FPM/CMMI Chapter 305 and other regulations discussed in chapter 9.

POLICY

Department of the Navy policy with regard to the filling of vacancies is specified in FPM/CMMI 335. Specifically it requires that initial selection and promotion of employees be made on the basis of merit. Further objectives of this policy are:

a. To bring to the attention of management on a timely basis highly qualified candidates from whom to choose;

b. To give employees an opportunity to receive fair and appropriate consideration for higher level jobs;

c. To assure the maximum utilization of employees;

d. To provide an incentive for employees to improve their performance and to develop their skills, knowledges, and abilities; and

e. To provide attractive career opportunities for employees.

The Merit Promotion Program does not guarantee a promotion for every employee, but rather ensures that all employees be given an opportunity for fair consideration. It does not restrict the right of the activity to fill positions by methods other than promotion (e.g., reassignment, transfer, reinstatement, demotion, or original appointment) when it appears that the most highly qualified candidate can be obtained by one of these methods. An exception to the foregoing is that vacancies to positions with known promotion potential or for special training leading to promotion are included.

EXCEPTIONS

The following types of promotions are excepted from the requirements of the Merit Promotion Program:

a. Temporary promotions of 120 calendar days or less.

b. Promotion to positions upgraded without significant changes in duties and responsibilities resulting from the issuance of a new classification standard or the correction of a classification error. (The incumbent must meet time-in-grade and qualification requirements).

c. Re-promotion of any agency employee to a position or grade (or any intervening grade) from which demoted without personal cause (i.e., without misconduct, inefficiency, or at the employees' request). Although not guaranteed re-promotion, such employee is entitled to special consideration for re-promotion prior to the issuance of a promotion list.

d. Certain promotion actions involved in the movement of employees between positions under different pay systems.

e. Promotion after failure to receive proper consideration in a previous promotion action.

CAREER PROMOTIONS

To the extent current competitive procedures are not prescribed by Navy Career Management Plans, such as for Personnel Management and Procurement positions, promotions may be effected in the situations indicated below without current competition when competition was held at an earlier stage for an assignment intended to prepare the employee for the position being filled. Types of career promotions are as follows:

a. Career-ladder position. Successive career promotions of an employee may be effected until he reaches the full performance level in a career ladder if he is one of a group in which all employees are given grade-building experience and are promoted as they demonstrate ability to perform at the next higher level, and if there is enough work at the full performance level for all employees in the group.

b. Trainee positions. An employee in a trainee position may be career promoted upon the satisfactory completion of a prescribed training period, provided the training program was well defined and included a provision for scheduled promotion. This applies also to apprentice positions.

c. Understudy positions. A career promotion may be effected of an understudy to a target position when it is vacated if the employee was selected for the purpose of being trained to assume the duties of the position.

d. Training agreements. Career promotions may be effected for employees fulfilling training agreements approved by the Civil Service Commission.

e. Detail. If the fact that the detail could lead to promotion without further competition was made known to all potential candidates, a career promotion can be effected of an employee detailed for training or evaluation to a higher grade position or to a position with known promotion potential.

f. Position reconstituted in a higher grade. A career promotion is authorized for an employee whose position is reconstituted in a higher grade because of the accretion of additional duties and responsibilities provided the accretion is not the result of planned management action, the employee continues to perform the same basic function, the former position is absorbed administratively in the new position, and the position does not become a supervisory one by addition of supervisory duties to a nonsupervisory position.

g. Employee exercising his re-employment rights. An employee may be career promoted upon exercise of his reemployment rights when his record shows selection for promotion in absentia or where his former position was reclassified during his absence.

OTHER PROVISIONS

Other provisions of the Federal Merit Promotion Plan include the following:

- Written tests must be approved by the Civil Service Commission. Arrangements, as applicable, are made by the Civilian Personnel Office.

- Nepotism and personal favoritism are prohibited. Promotion procedures must conform to the regulations of the Civil Service Commission on the employment of relatives. In addition, no official may, in recommending or selecting candidates for promotion, show or give preference to any candidate based upon factors not pertinent to the candidate's qualifications for performing work of a higher level.

- Legal and regulatory requirements must be met. An employee who has not yet satisfied the time-in-grade or time-after-competitive appointment requirements may be considered, provided the employee meets the requirements when the promotion is made.

- Applications should be returned to all unsuccessful candidates. Applications from a Voluntary Application File should be returned to the file for consideration in filling future vacancies.

- Promotion Records are to be maintained by the Civilian Personnel Office in accordance with Department of the Navy and Civil Service Commission requirements. Such records are kept for two years from the date of action.

- Supervisory training must be provided to all first-level supervisors as outlined in FPM/CCMI 410, either before supervisory responsibilities are assumed or within six months of the candidate having been promoted.

- Keeping Employees Informed. Management should inform employees thru the media of basic orientation, local newsletters, and appropriate supervisory development sessions of the basic principles of the Merit Promotion Policy and Program which affect them and advise them where up-to-date copies of promotion plans may be reviewed.

GRIEVANCES AND COMPLAINTS

Selection officials are not required to justify their selection to unsuccessful candidates. Selection is a management prerogative involving the exercise of informed judgment. Responsibility for the consequences is not subject to review by subordinates or other applicants; however, individual applicants are entitled to know the basis on which they were ranked and how their individual standing was derived. Employee grievances and complaints arising out of promotion procedures are handled in accordance with the administrative grievance procedure or local union agreements as applicable.

SUMMARY

Reports on the Fitness of Officers, Enlisted Evaluation Reports, and civilian Performance Ratings are similar in that each provides a permanent record of the reporting senior's opinion of the performance of the individual reported on, over a specified period.

For civilian personnel, the uses of the report itself (the performance rating) differ from the uses of continuous appraisals. As said in effect in CMMI 430, making and using appraisals should be regarded as distinct from the preparation and use of performance ratings. The reason for this distinction is that performance ratings are made as reports after the close of the rating period, whereas appraisals are made on a continuing basis while work is being accomplished. Appraisals can thus be used in the current supervisory process to keep the employee informed of his performance in relation to objectives, to help him improve his performance, and to build morale and teamwork in getting the job done. This is not to say that completed official performance ratings are unimportant. They are very important inasmuch as they help determine retention rights in reductions in force, and information contained in performance ratings may assist in determining promotions, awards, reassignments, demotions, and separations; however, as said before, they serve different purposes from continuous appraisals.

The purposes of disciplinary action are to correct the offending individual, whether military or civilian, and to maintain discipline and morale among other individuals in the organization. The courses open to command/management when disciplinary action for a civilian employee becomes necessary, and the rights of the individual in such cases, are contained in the basic literature on civilian discipline (CMMI 751). In developing this Instruction the Department of the Navy has complied with regulations of the Civil Service Commission, and has supplemented them with procedures designed to achieve effective administration. It is vital that the appropriate regulations and procedures be followed.

CHAPTER 14

THE NAVY'S RELIGIOUS PROGRAM

The free exercise of religion is guaranteed to every citizen by the Constitution of the United States. Citizens serving in the Naval Service are protected in the free exercise of their religion by Navy Regulations, which imposes on command the responsibility to see that each individual is provided the opportunity to practice his religion in accordance with the dictates of conscience and the practices of his church. In large commands to which chaplains are attached, this responsibility is carried out through clergymen of the Chaplain Corps.

An officer of the Chaplain Corps of the Navy is an extension of his church and represents its traditions and practices. This acknowledges the fact that each church shares with the Navy a responsibility to provide for the religious and spiritual needs of members serving in the military arm of the Government. The chaplain, therefore, carries out a twofold responsibility and is answerable to both the Navy and his church.

In commands having no chaplains assigned, the commanding officer still has the responsibility to arrange for the religious needs of his men. This is accomplished by sending church parties to another ship or station where a chaplain is available; by bringing a chaplain or other clergymen aboard; or if neither is possible, by having services conducted by a lay leader.

From the earliest days of the Continental Navy, provisions were made for the holding of Divine services. The Second Article of Navy Regulations, adopted on 28 November, 1775, read: "The Commanders of the ships of the Thirteen United Colonies are to take care that Divine services be performed twice a day on board and a sermon preached on Sundays, unless bad weather or other extraordinary accidents prevent." The Third Article, designed to protect the morals of those aboard, enjoined the commander to punish those heard to swear, curse, or blaspheme the name of God, as well as those guilty of drunkenness.

Article 0711 of Navy Regulations, 1948 instructs commanding officers as follows:

> "1. Divine services shall be conducted on Sunday if possible. All assistance and encouragement shall be given to chaplains in the conduct of these services, and music shall be made available if practicable. A suitable space shall be designated and properly rigged for the occasion, and quiet shall be maintained throughout the vicinity during Divine services. The religious tendencies of individuals shall be recognized and encouraged."
>
> "2. Except by reason of necessity or in the interest of the welfare and morale of the command, the performance of work by naval personnel shall not be required on Sunday."

Article 0807 of these Regulations states:

> "The Chaplain, when assigned, shall be detailed to duty directly under the executive officer, or, as appropriate, the chief of staff. . . . he shall be responsible for the performance of all duties relating to the religious activities of the command. . . ."

Each chaplain determines the nature and content of his religious program in a ship or station and assumes full responsibility for the principles and doctrines expressed in worship services and educational programs which he conducts.

THE CHAPLAIN CORPS

Volume I of the History of the Chaplain Corps, NAVPERS 15807, discusses the development of the Navy's moral and spiritual program up to the beginning of World War II. During World War II, almost 3000 clergymen ministered to the moral and spiritual needs of Navy, Marine Corps, and Coast Guard personnel. In 1966 as a consequence of the conflict in Vietnam, there were 1046 chaplains on active duty with another 665 in the Ready Reserve. In 1970, there were approximately 1,050 chaplains on active duty; more than 650 Navy chaplains representing 40 denominations had served in Vietnam. The authorized strength of the Chaplain Corps varies in direct proportion to the number of active duty personnel.

The Navy establishes quotas of chaplains for the personnel of the various religious denominations and faiths based upon the overall national denominational population. The right of the churches to establish standards for their own clergymen prior to their approval to apply for commissioning is fully acknowledged and respected by the Navy. This church approval is called ecclesiastical endorsement and without it the Navy will not commission, call to active duty, or retain on duty clergymen of any denomination or religion. In addition to ecclesiastical endorsement, the Navy requires a candidate for commissioning to have completed a minimum of 3 years of study in a recognized theological seminary after completion of 4 years of undergraduate study in an accredited college or university. He must also meet the required age and physical qualifications.

Because of the unique requirements of the chaplain's ministry and the nature of life in the Navy, certain additional qualifications are especially desirable in candidates for the Chaplain Corps. After commissioning and during the entire period of the chaplain's career, special emphasis in education and training is placed upon maintaining or developing the following qualifications:

APPROACHABILITY: by manner, bearing, and temperament, chaplains are expected to demonstrate to others their deep interest in each individual and their readiness to help.

PASTORAL CARE: it is expected that chaplains will be deeply concerned for all aspects of the spiritual welfare of all personnel of commands and their families; untiring in promoting programs and activities for meeting the spiritual needs of all personnel; and skillful and prudent as religious counselors and advisors.

ECUMENISM: they must by action and attitude demonstrate a desire to assist others in expressing their religious faith, to take the initiative in arranging for services for those of other faiths, and to give wide publicity to available services off the ship or station.

CONCERN FOR DIVINE WORSHIP: in spite of difficulties of place and circumstances, they are expected to promote a moving religious experience by making use of those facilities which are available.

INTEREST IN RELIGIOUS EDUCATION: Chaplains must be prepared to direct and participate in the broadest spectrum of religious training, including the following: confirmation or membership instruction classes, Bible or dogma/doctrine classes, teacher training programs, young people's meetings, religious discussion groups, marriage and family life instruction, inquirers' classes, religious retreats, lay academies of theology, and lay academies of pastoral care.

SOCIAL CONCERN: Chaplains should be highly educated and motivated to provide services to personnel in socioeconomic, educational, motivational, and morale areas as corollaries of religious concern. This requires great knowledge and skill in the behavioral sciences.

COMMUNITY AWARENESS: they are expected to be whole-heartedly active and enthusiastic in promoting and developing harmonious relationships with members of the command, and be able to serve the command in a liaison capacity with civilian religious, civic, welfare, and recreational agencies.

CONCERN FOR PROFESSIONAL IMPROVEMENT: clergymen coming into the Navy are expected to improve their knowledge and skill as chaplains and naval officers by participating in training seminars whenever possible, maintaining ready familiarity with regulations and instructions of higher authority, studying faithfully to improve knowledge of administrative techniques and skills, developing good reading and study habits, and attending spiritual retreats and days of recollection whenever possible.

The Bureau of Naval Personnel (Pers C) and commanding officers of chaplains seek to provide opportunities and logistical support for the enhancement of these qualifications in chaplains. The Professional Branch (Pers J14) of the office of the Chief of Chaplains and the supervisory chaplains in the field develop and implement training and education programs in these areas.

The Chaplain Corps is under the direction of the Chief of Chaplains (Pers J) who has the rank of rear admiral. He is responsible to the Chief of Naval Personnel, and he and his staff constitute a division within the Bureau of Naval Personnel. The Chaplain Division develops and executes plans and policies governing the administration and functioning of the Chaplain Corps of the Navy and Naval Reserve; recommends the procurement, examination, training, and distribution of chaplains; maintains liaison with civilian churches and their agencies, advises on matters of religion, and assists command in providing an effective moral and religious program throughout the Naval Establishment.

The Chaplain's Manual, NAVPERS 15664-B, provides detailed information and instruction for the guidance of chaplains and all personnel in the Naval Establishment concerned with chaplains' activities. This manual has the same force and effect as orders issued by the Chief of Naval Personnel.

RELIGIOUS PROGRAM AT SHORE INSTALLATIONS

The Navy makes every effort to provide its personnel with the same opportunities for practicing their own religious beliefs as civilians enjoy in their communities. The extent to which this can be accomplished, of course, depends largely on the size, location, and nature of the naval activity. Large shore establishments usually have as a minimum both a Protestant and a Catholic chaplain. The following facilities, activities and materials contribute to a healthy religious program at larger naval shore installations.

CHAPEL FACILITIES

Practically all shore installations have at least one fully equipped chapel easily accessible to all personnel. Where several chapels are available, one is frequently used for Protestant services and one for Catholic services with comparable provisions for Jewish services and those of other designated religious groups. Where only one chapel is available, Protestant, Catholic, and Jewish services are held in the main body of the chapel. Small side chapels often provide adequate facilities for weekday services. Where no chapel facilities are available, services are usually held in the theater, auditorium, or some other convenient place.

DIVINE SERVICES

Larger shore installations provide a full schedule of services on Sundays and weekdays, enabling most individuals to attend the services of their own choice. Each chaplain conducts public worship according to the manner and form of his own church, and he may wear the vestments of his church as appropriate. Where a particular church is not represented by a chaplain, either a civilian clergyman is invited to conduct services on the station, or personnel are encouraged to attend services in the communities adjacent to the installation.

CHORAL ACTIVITIES

Choral groups composed of service personnel and their dependents often provide music for religious services and socio-religious programs on the station. Frequently, these groups also appear in community programs, including radio and television. In some instances these choirs are led by volunteers, and in others by professional directors paid from nonappropriated funds.

SPECIAL RELIGIOUS SERVICES

In addition to regular public Divine services, the chaplain offers the same spiritual ministry to service personnel and their dependents as clergymen of his particular church or religious body do to civilians. Baptisms, weddings, communion services, ministry to the sick and dying, and burial of the dead are but a few of these services.

THE CHAPLAIN'S ROLE IN THE RELIGIOUS AND GENERAL WELFARE OF PERSONNEL

As an expert in the field of religious leadership and as an advisor to the commanding officer on religious and moral matters, the chaplain is one of the key officers in promoting the religious and general welfare of personnel. His collateral duties are properly confined to the field of religion and morals so as not to interfere with his primary duty. An example of an appropriate collateral duty is his responsibility to furnish the commanding officer with information to assist in paying proper respect to the religious institutions and customs of the foreign countries visited. In order to accomplish this, chaplains are required to inform themselves fully concerning local religious beliefs and value systems and to be ready to discuss them with officers and men, both formally and informally.

District, fleet and force chaplains are available to commanding officers to advise and counsel in the areas of religion and morale; to assist in providing Divine services and religious coverage in the absence of unit chaplains; to offer suggestions to unit chaplains concerning their work; and to develop, implement, and supervise training and education programs for chaplains and lay leaders.

HIS ROLE IN MORAL LEADERSHIP

Historically, chaplains have taken the initiative in developing a character education program for the Navy. Since moral character is so directly related to leadership, the character education program has been integrated into the Navy's present emphasis upon improving its leadership as directed by General Order 21.

The Chief of Chaplains instructs all chaplains to acquaint themselves with the objectives and materials of the total leadership program and to keep themselves informed of the moral leadership—character education philosophy and materials.

At recruit training centers and in Class A courses, the chaplain has direct responsibility for the presentation of a stipulated number of Character Guidance lecture-discussions and for personal interviews with each of the trainees as outlined in BUPERS Instruction 1730.7 and in OPNAV Instruction 1500.22, which deal with the "Protection of Moral Standards."

RELIGIOUS EDUCATION

Commands to which chaplains are attached have organized religious instruction for military personnel and their dependents. Military personnel and their dependents are trained by the chaplain to assist as teachers and administrative aides in programs of instruction. Religious sisters from the civilian community occasionally come aboard the shore station to instruct Catholic children. Continuity of curriculum for Protestant children at Navy and Marine Corps shore activities is provided by A Unified Protestant Religious Education Curriculum for Armed Forces. These materials are selected from publications printed by major religious publishing houses under the supervision of the Armed Forces Chaplains Board.

COUNSELING PERSONNEL

The chaplain is deeply concerned with all aspects of the welfare of all personnel of the command and their families. His office is easily accessible and he is readily available for counsel and advice on religious, personal, and moral matters as well as other areas of concern. He visits personnel and their families to assist in times of bereavement, domestic crisis, and on any occasion when religious direction is requested. The chaplain maintains liaison with community social, religious, health, and welfare agencies and helps make their resources available to military families. Premarital counseling is conducted both privately and in publicized marriage preparation classes. Such classes may also utilize other consultants to provide medical and legal as well as psychological and religious information.

Paragraph 151 of the Manual for Courts-Martial (1969) identifies the special relationship chaplains must have with personnel by legally acknowledging the privileged character of conversations and communications between a chaplain and a person who comes to him for help. These privileged matters may not be disclosed to anyone except upon the specific permission of the person concerned and disclosure thereof may not be lawfully ordered by superior military authority. The right of privileged communication with the chaplain assures all military personnel, regardless of grade, rank, or position that they may disclose frankly and completely all the facts of their problem without fear that their confidence will be abused or used against them in any way.

MINISTRY OF RELIGIOUS LITERATURE

The chaplain usually has a supply of religious literature in book and pamphlet form readily available for personnel. Pamphlet racks containing Protestant, Catholic, and Jewish literature are located at the entrance to the chapel, in the chaplain's office, and at other convenient places. Many stations also have religious libraries or general libraries with sections devoted to religious books and novels.

SHIPBOARD RELIGIOUS PROGRAM

The placement of chaplains aboard ships is based on the number of military personnel on board. Where the number of personnel to be served exceeds 2000, as on larger aircraft carriers and hospital ships, two chaplains are usually assigned, one Protestant and one Catholic. A squadron of destroyers or amphibious ships also rates two chaplains, one for each division. During deployment these chaplains rotate from one ship to another, spending a few weeks in each. Other ships having billets for chaplains, such as cruisers, smaller carriers, and transports, have only one chaplain. On Sundays at sea, and on other days when operations permit, the chaplain transfers by means of highline or helicopter in order to conduct Divine services in as many ships as possible.

In ships having two chaplains, the religious program is similar to that of the average station with a similar number of chaplains. Services for Jewish personnel and other religious groups are usually provided by lay leaders, visiting chaplains, or by sending church parties ashore when the ship is in port.

When a ship with only one chaplain is in port, the chaplain provides services for personnel of other faiths by arranging at the direction of the Commanding Officer to have other chaplains or civilian clergymen aboard or forming church parties. When the ship is at sea, the chaplain provides for those not of his faith in other ways. The chaplain may supervise a lay leadership program for personnel of other faiths. Force chaplains have developed kits containing prayer books, recorded sacred music, and other equipment for Catholic, Jewish, and Protestant devotional services led by laymen. The Armed Forces Hymnal has Protestant, Catholic, and Jewish sections containing prayers, psalms, litanies, and other materials suitable for services.

SUMMARY

Since its establishment, the Navy has always recognized its responsibility to implement the constitutionally guaranteed right of naval personnel to practice their religion freely. The individual's religious convictions have been recognized and encouraged, and the facilities for religious expression have been provided. Qualified clergymen, approved by their respective denominations, are commissioned in the Navy Chaplain Corps by quota according to the overall national denominational population.

The unique requirements of the chaplain's ministry and the nature of life in the Navy, cause specific qualifications to be highly desirable in candidates for the Chaplain Corps. In addition to conducting Divine services, chaplains perform such services as baptisms, weddings, ministry to the sick and dying, and the burial of the dead. They provide religious and personal counseling for naval personnel and their families. The personal nature of many of the concerns brought to chaplains is safeguarded by the individual's legal right of privileged communication.

Among the chaplain's collateral duties are the responsibilities of keeping the command informed on the religious institutions and customs of foreign countries visited; instructing officers and men on local religious beliefs and value systems; and assisting commanding officers in implementing a moral leadership program. They are also expert in a broad range of human problems and can be of great value to any command seeking to fulfill effectively its responsibilities for the moral, religious, and general welfare of its personnel.

CHAPTER 15

PERSONAL AFFAIRS AND MORALE

The success of the Navy depends to a large extent on the efficiency and stability of its personnel. Morale of naval personnel is an important element in producing cooperative effort toward accomplishment of the Navy's mission. The Navy recognizes the need for maintenance of high morale and the need for providing improved personal affairs services for the Navyman and his dependents. It conducts several continuing programs which provide recreation, educational opportunities, and personal affairs counseling, and which further health and safety. In addition, every officer has, in the performance of his duties, the personal responsibility for developing and encouraging morale.

Group acceptance and a sense of "belonging" are important factors for providing an individual with a feeling of security. A man also requires the opportunity to choose activities that satisfy some need or express an individual interest. Where practicable, the Navy provides facilities and activities which foster self-expression and group participation. Recreation activities and competitive events including athletics, dances, parties, and crafts are organized whenever possible. Library facilities, educational opportunities, and motion picture entertainment are also provided.

Physical well-being is usually considered high among the conditions contributing to personal adjustment and morale. The Navy has a distinguished history of effort and accomplishment in providing for the health and safety of naval personnel. Medical officers are constantly trying to improve and maintain the highest possible state of physical condition among naval personnel.

The desire for personal recognition is among the fundamental drives that motivate men's actions. The importance of this factor in producing high morale has long been recognized by the Navy. Formal programs have been established for awards and commendations as appreciation for outstanding performance and meritorious service. However, every officer has an individual responsibility for developing a sense of recognition in the personnel he supervises.

There are benefits accruing both to naval and civilian personnel and to the Navy from personal affairs services. For the individual it increases emotional adjustment, social maturation, physical well-being, job satisfaction, and intellectual growth. The Navy gets its return in productivity and quality of work, public relations, fewer accidents and discipline problems, more reenlistments and retention of skilled personnel, and increased motivation and group effort.

NAVY-WIDE HEALTH AND SAFETY PROGRAM

The Department of the Navy maintains a consistent policy of furthering the health and welfare of both military and civilian personnel. While risks are unavoidable during combat, injuries, health impairment, and loss of life can be kept to a minimum through the use of safety precautions and prevention measures.

The Bureau of Medicine and Surgery is responsible for the medical and dental care of all personnel of the Navy and Marine Corps, their dependents' medical care, and for the authorized treatment of civilian workmen employed by the Navy. For this purpose there are naval hospitals, dispensaries, medical supply depots, laboratories, medical and dental research activities, the National Naval Medical Center, medical and dental training centers, and dental clinics.

To maintain the health of the individual, the Navy provides periodic physical or medical examinations, including examinations of civilian employees, vaccination against epidemic types of diseases, chest X-rays, food inspections, and quarters inspections. It employs modern methods of hygiene and sanitation, both ashore and afloat. It conducts research in the sciences of medicine and dentistry, including: preventive medical procedures; medicinal and dental substances, remedies, materials, and devices; the physical and mental characteristics and the endurance capabilities of the human being; and the physiological problems pertinent to the naval service.

To reduce occupational injuries, sickness, and disease to a minimum, the Navy conducts aggressive and comprehensive programs of safety engineering and industrial hygiene. The Navy is also concerned with the safety of its personnel off the job.

NAVY SAFETY PROGRAM

The Secretary of the Navy established the Navy Safety Program and assigned responsibility for its direction and supervision to the Chief of Naval Operations by SECNAVINST 5100.10A.

The Commandant of the Marine Corps is responsible for the supervision and direction of the Marine Corps Safety Program. The program is coordinated with the Chief of Naval Operations for those matters of mutual concern.

The objective of the program is to establish an effective and aggressive accident prevention program in order to enhance operational readiness by reducing deaths and injuries to personnel as well as losses and damage to all Navy material from accidental causes.

The program applies to all Department of the Navy military and civilian personnel, including off-duty military personnel, and extends to dependents and all civilian personnel, while embarked in naval ships or aircraft, or while on naval shore installations. The program is applicable to material as well as personnel and, in this respect, is in effect on and off naval installations.

Responsibility

Responsibility for the Navy Safety Program is assigned in OPNAVINST 5100.8A as follows:

- The Chief of Naval Operations retains responsibility for all aspects of naval aviation safety, submarine safety, surface ship safety, and safety ashore (less aviation safety). He also retains responsibility for accident prevention specifically directed to motor vehicles, both Government and privately owned, and all aspects of job related safety, including both civilian and military personnel.

- The Chief of Naval Material is assigned administrative responsibility in the support areas of:

Fire Protection.
Stowage and handling of and protection from biological and chemical ordnance and agents.
Diving and salvage (including operations, support equipment, and diving medical safety prescribed by BUMED).
Hazardous material (coordinated with BUMED).
Nuclear Reactors.
Nuclear Weapons.
Explosives.

- The Chief of the Bureau of Medicine and Surgery is assigned administrative responsibility for all aspects of safety concerning occupational medicine, industrial hygiene, environmental health, and radiological health. He also prepares and issues safety precautions pertaining to his professional field, including occupational health, biological and chemical defense, and radiological safety and ensures that safety is designed and engineered into specialized equipment that BUMED procures for the naval service.

- The Chief of Naval Personnel has administrative responsibility for safety in recreation and athletics ashore covering naval personnel and dependents under the auspices of a special services officer. He also ensures that pertinent safety precautions are incorporated into training publications issued by BUPERS and ensures that safety precautions and safety educational programs are incorporated into instructional programs under his control and administration.

- The Commander, Naval Safety Center advises and assists CNO in promoting, monitoring, and evaluating the Navy Safety Program; in determining safety program objectives and policies, in developing procedural guides and in preparing supporting or implementing directives. He also maintains and administers the reporting systems and maintains data related to safety of operations in the Department of the Navy.

- All commands and activities are to:

Conduct an aggressive continuing accident prevention program.

Ensure that safety responsibilities are clearly assigned at all echelons of command and at all supervisory levels.

Establish safety councils at appropriate command levels.

Take positive and continuing action to ensure that all personnel are infused with a thorough knowledge and comprehension of the principles and practices of safety.

Ensure that safety precautions and procedures are included and followed in all actions planned or conducted.

Submit reports as directed.

Naval Safety Center

The Chief of Naval Operations established the Naval Safety Center, Norfolk (OPNAVNOTE 5450 of 3 May 1968) by combining the resources of the Submarine Safety Center, Groton, Connecticut and the Aviation Safety Center, Norfolk, Virginia.

The mission and functions of the Naval Safety Center are as follows:

Mission: To collect and evaluate information pertaining to safety, publish statistical data concerning accidents, maintain a repository for accident and safety reports, maintain direct liaison with all levels of command within the Navy and other government and private agencies engaged in safety work and other aspects of the Department of the Navy Safety Program in order to advise and assist the Chief of Naval Operations in promoting and monitoring safety and the prevention of accidents; initiate and conduct informal investigations into all phases of safety to develop information to make recommendations for the formulation of safety policy necessary to maintain the highest practical level of combat readiness.

Functions:

1. Advise the Chief of Naval Operations on the status and potential results of the primary and specified support areas of safety of the Department of the Navy Safety Program.

2. Advise CNO in the formulation of policy and directives relative to all phases of safety including general operating procedures and restrictions.

3. Maintain liaison with operating and material commands, bureaus, and offices of the Navy Department to ensure knowledge of, and to expedite remedial action on, factors adversely affecting safety.

4. Maintain liaison with other armed services, Government and private agencies engaged in safety work for exchange of information in furtherance of accident prevention programs.

5. Maintain a survey of research, technical development, and survival information to assure an optimum safety program.

6. Compile and publish statistical data concerned with all accidents and incidents.

7. Collect and evaluate for significance and trends, information pretaining to safety and fire protection.

8. Conduct maintenance-material surveys of naval aviation and other specified activities in the area of safety.

9. Conduct continuing analysis to identify human factors, inadequate maintenance techniques, deficiencies in design, insufficiency of technical publications, or shortages of repair parts and equipage which may be factors contributing to accidents or may hazard safe operations.

10. Develop and review on a continuing basis procedures and standards for accident investigation to be promulgated by the Chief of Naval Operations.

11. Provide representation to and/or sponsor conferences, symposiums, seminars and ad-hoc groups as appropriate in furtherance of the Department of the Navy Safety Program.

12. Maintain a repository for accident reports and appropriate related data.

13. Develop and administer safety award programs and recommend final selection of winning units.

14. Provide operating and material commands, bureaus, and offices of the Navy Department with informational material for use in conducting accident prevention programs and in promoting active and sustained Navy-wide interest in fire and accident prevention.

15. Review, monitor, and assist in developing accident prevention syllabi for appropriate Navy Schools; conduct short safety courses at the NAVSAFECEN as required to augment formal courses at Naval Schools.

16. Conduct independent investigations of significant mishaps involving naval aircraft, surface ships, submarines, and shore activities.

17. At the request of the Chief of Naval Material or his System Commanders and the Chief,

Bureau of Medicine and Surgery, assist in reviewing and evaluating system safety engineering requirements on new weapon systems and major modifications by participating, in an advisory capacity, on boards, at conferences, studies, and design review where system safety is the principal consideration.

18. Participate in engineering proposal evaluations and maintenance feasibility inspections of new production aircraft, and in product improvement conferences.

19. Assist appropriate offices/commands/agencies in the preparation of general and/or specific flight rules and aircraft operating instructions.

20. In all the aforementioned areas, make appropriate and timely recommendations to the Chief of Naval Operations, Commandant of the Marine Corps and/or other appropriate agencies/commands as to remedial actions in the interest of readiness through safety.

Motor Vehicle Safety Program

The Chief of Naval Operations retained the authority for developing and administering the Navy Motor Vehicle Safety Program (Government and Private), set forth in OPNAVINST 5100.12; the program applies to all ships and Navy activities which operate Government motor vehicles and/or which have military or civilian personnel who operate motor vehicles. As part of this program, the Navy has instituted a mandatory 8-hour safe driving course (the National Safety Council's Defensive Driving Course) for all active duty personnel and provides safe driving programs periodically for its civilian employees.

OPNAVINST 5100.12 provides for establishing Safe Driving Councils, one at each command ashore and one at each district. It also prescribes the records to be kept and reports to be made in support of the program.

Safety Precautions and Publications

Safety precautions are published separately for activities ashore and for forces afloat. Those for activities ashore are published under the title of Safety Precautions for Shore Activities, NAVMAT P-5100.

Department of the Navy Catalog of Free Safety Films, NAVMAT P-5101, lists available movies concerning safety.

Safety precautions for forces afloat are issued by bureaus and offices of the Navy Department in the form of publications, pamphlets, periodicals, and directives; for example, the Consolidated Hazardous Item List (CHIL) NAVSUP Publication 4500, compiled by the Fleet Material Support Office (FMSO).

The Chief of Naval Operations publishes indexes of Navy Department documents containing safety precautions applicable to the operating forces. The indexes are issued as OPNAV Notices under the 5100 subject classification number.

Other publications which contain material on safety with which you should become familiar are:

- Standard First Aid Training Course, NAVPERS 10081-B.

- Bluejackets' Manual (published by the Naval Institute).

- Safety Review, NAVMAT P-52 (published monthly).

In addition, the Navy uses appropriate safety materials published by industry and other civilian and private groups and organizations such as materials published by the National Safety Council and the Fire Protection Guide on Hazardous Materials, published by the National Fire Protection Association. (This guide may be purchased for $5.50 from the National Fire Protection Association, Inc., 60 Batterymarch Street, Boston, Mass. 02110.)

MILITARY PERSONAL AFFAIRS

By the nature of the Navy's mission, naval personnel are placed in a restricted environment, usually separated from the activities and services of civilian community life. Adapting to this environment may be a rather easy task or may generate major problems for the individual. Morale services and personal affairs services in the Navy are designed to facilitate the adjustment and promote the well-being of the individual and of his family. Increased emphasis has been given to improving services in the field of personal affairs—from answering questions, improving communications, and making Navy life more attractive, to administering recreation programs.

SPECIAL SERVICES

Commanding officers of naval activities, afloat and ashore, are responsible for the establishment and execution of adequate special services programs within their commands. Commandants of naval districts and commanders of type, fleet, and area commands have full responsibility for the development and maintenance of special services programs within their respective commands.

A qualified commissioned officer or civilian is appointed to act as special services director to administer the program for the activity or command. This may be additional duty. Where appropriate, officers, enlisted personnel, and civilians are detailed to assist the special services director on a full-time or collateral duty basis. Commandants, commanders, and commanding officers ensure that personnel detailed have the required qualities of superior leadership necessary to influence personnel to make the best use of their leisure time. The success of the program is proportionate to the interest of the commanding officer and those designated by him to assist in the program.

The mission of the special services program is to provide a comprehensive, varied program of wholesome off-duty activities which adequately meets the leisure time needs of authorized participants. A standardized program is considered neither feasible nor desireable, and no specific guide lines are provided. The program contents should be adapted to the needs of the personnel and facilities available with emphasis being placed on programs of general interest to the greatest number. A variety of activities is stressed. Where practicable, facilities for motion pictures, athletics (intramural and varsity), hobby shops, social recreation, and ship and station newspapers are maintained.

A Special Services Newsletter is published periodically by the Bureau of Naval Personnel for the purpose of disseminating current information on various phases of the special services program. This publication is written in an informal manner with the intent of providing amplifying information for official publications and passing along new and appropriate ideas in the special services field.

Funding of Special Services Programs

The Navy's recreation program is a responsibility of the Federal government and should be supported with appropriated funds. Nonappropriated funds generated as profits from ship's stores, Navy exchanges, and charges made at bowling alleys, golf courses, and other activities managed by the special services are used to supplement the cost of recreation programs. Nonappropriated recreation funds are maintained at these levels:

1. The Bureau of Naval Personnel Central Recreation Fund, which is used to equalize the recreation opportunities at ships and stations and to support such centralized functions as the fleet motion picture program. It operates as a system of planned assessment and redistribution of money accumulating in unit recreation funds. Assessments are made as a percentage of gross sales on ship's stores afloat and as a percentage of net profits from local Navy exchanges. The Chief of Naval Personnel only is authorized to assess recreation funds. Rates assessed are specified in BUPERSINST 7010.2C.
2. The Command Recreation Fund, which is for the purpose of financing command or areawide programs which, by their nature, fill a need most effectively administered above a local level. Such funds are budgeted for and requested on an annual basis from the Chief of Naval Personnel.
3. The Unit Recreation Fund or Composite Fund is the recreation fund authorized for a ship, station, or other independent activity. Where several activities are grouped in reasonable proximity, and particularly where only one set of basic recreation facilities exists, a composite fund may be authorized or recommended to operate as a single recreation fund. The unit or composite fund consists of two parts: (a) the cash account derived from ship's stores, Navy exchanges, and other authorized activities as well as contributions and grants; and (b) the property account maintained to cover the value of property acquired through expenditures from the unit fund and donations. The purpose of the unit is to help provide for the pleasure and high morale of personnel of the unit — officers and men, authorized civilians, and dependents.

The commanding officer has responsibility for the administration of the unit/composite fund and to assist him, appoints: a RECREATION COUNCIL of officers to make regular inspections of the fund and determine that its use is in accordance with regulations; a RECREATION COMMITTEE to serve as official spokesman for the men concerning the operation of the fund; and a CUSTODIAN, usually the special services director, who may sit on the recreation council and is charged with the expenditure and accounting for the fund.

Appropriated funds for recreation are those provided by Congressional legislation for recreation services for military personnel within the Navy program.

Navy Sports Program

The primary purpose of the Navy sports program is to develop and maintain physical fitness among naval personnel through participation in physical conditioning and athletic programs which are offered as a part of the overall recreation program. All personnel must, through personalized effort and self-discipline, include some form of exercise in their daily routine in order that they maintain a state of physical fitness expected of military personnel. The general policy of the Navy physical fitness and athletic program is outlined in the BUPERSMAN. Specific guidance on physical fitness is found in BUPERSINST 6100.2B.

The sports program consists of voluntary off-duty participation of personnel in athletics, as a means of promoting mental and physical fitness, esprit de corps within the units, and the development of leadership and confidence. To carry out this program effectively, commanding officers make every effort to promote sports on an "all hands" basis. Commanding officers, in addition to exercising general personal supervision in the execution of programs, designate officers within their command to supervise in detail the physical conditioning and athletic programs. Responsibility for the establishment and execution of the physical fitness program in any ship or organization rests with the commanding officer.

The Navy sports program includes organized competitions in the major sports at intramural, intradistrict, intra-area, and intratype (or intertype) levels. Games and matches between fleet and shore activities also are stressed. In order that a maximum number of personnel may receive the physical fitness benefit of an extensive athletic program at a minimum cost, the Chief of Naval Personnel strongly endorses leagues or other organized competitions in a diversified sports program. Every effort is made to stimulate interest in interservice athletic competitions by conducting playoffs with leading service teams within a district or area; by holding invitational tournaments to include Army, Navy, Air Force, Coast Guard, and Marine Corps activities within a specified area; or by forming local, district or area interservice leagues. In the larger naval districts, where excessive distances between stations make it impracticable to conduct intradistrict competitions, commanding officers stress a full intramural program. Fleet units, divisions, or squadrons are invited to participate in the district or area programs.

It is the Navy's policy to maintain sports participation on an amateur basis. Therefore, appropriate amateur rules govern each sport and contest.

Navy Fleet Motion Picture Service

The Navy fleet motion picture service provides 16mm entertainment motion pictures usually without charge, for exhibition aboard ships and at stations OUTSIDE the continental United States. Activities eligible to receive films from this service include:

- All United States naval Ships.

- All United States Coast Guard ships.

- United States National Ocean Agency (formerly the Coast and Geodetic Survey Service) ships.

- Ships operating under operational control of the Military Sealift Command (formerly MSTS).

- In-service and Naval Reserve ships while on Naval Reserve cruises.

- U.S. Navy, Marine Corps, and Coast Guard, and their dependents, and personnel of the National Ocean Agency.

- Officers and enlisted personnel of the Army and Air Force attached to naval activities overseas, and their dependents.

- Civilian employees of the Navy Department operating with the Navy and engaged in missions abroad for and in behalf of the U.S. Government.

- Civilian employees of the U.S. Government, and their dependents authorized to reside within an overseas naval reservation.

- Casual guests of personnel authorized to attend. A casual guest is defined as one who is visiting for other than the express purpose of attending an exhibition of motion pictures.

Fleet motion picture service programs are not authorized at U. S. embassies, as it is the responsibility of the State Department to supply these activities with motion picture programs.

New 16mm entertainment motion picture programs are procured for the Navy fleet motion picture service by the Motion Picture Service (located in Brooklyn) under contractual agreements with the motion picture industry. New programs are generally obtained on a 4-year lease agreement by the Navy at approximately the same time as such programs are released to the public. TV kinescopes and special short subjects are also procured in varying quantities.

Entertainment motion pictures distributed by the Navy are leased from motion picture producers with funds derived from the operation of Navy exchanges and ship's stores, which means that everyone in the Navy contributes toward the leasing of motion pictures.

The responsibility for control and distribution of Navy fleet motion pictures is assigned to the Service Force Commands of the Atlantic and Pacific Fleets.

Navy-Marine Corps Motion Picture Plan

The Navy-Marine Corps motion picture plan provides 35mm entertainment motion pictures for exhibition at stations and activities within the continental United States.

Procurement of films under this plan is made at the direction of the respective naval district commandants, who maintain direct booking contact with commercial motion picture exchanges within the districts. Commandants establish booking circuits within their districts in order to effect the best motion picture service possible. Geographical location with respect to proximity to branch exchanges is the governing factor in providing for booking service. A reasonable charge to cover cost of booking service may be levied on participating activities by the command maintaining the service.

Attendance at all motion pictures shown is under the control of the commanding officer of each activity. The following are authorized to view motion pictures:

- Active duty military personnel.
- Dependents of military personnel attached to the station where movies are shown.
- Civilians authorized to reside within the naval reservation.
- Patients in naval hospitals and their attendants.
- Uniformed Red Cross personnel when assigned to duty within a naval activity.
- Casual guests. A casual guest is defined as one who is visiting for other than the express purpose of attending an exhibition of motion pictures.
- Personnel retired with pay and their dependents.

In addition to the limitations listed above, commanding officers may further limit attendance at their discretion.

Hobby Craft Program

The establishment and maintenance of hobby craft programs aboard ships and at shore activities are both authorized and recommended.

The hobby craft program of an activity is considered an integral part of the special services program, and all accounting for and reporting of funds necessary for its operation are handled as part of the recreation fund. All disbursements on behalf of the hobby craft program are to be authorized in the same manner as any other expenditure from the recreation fund.

Music and Theater

Music and theater in the recreation program depend on the availability of interested personnel on the ship or station.

Music.—Music in the Navy usually brings to mind the Navy bands made up of professional musicians and assigned to ships and shore stations. The band is a great morale lifter and a major factor in building esprit de corps, but our main interest here is in music as a recreational activity.

The special services director is concerned with music which will bring recreation through group participation, whether it be informal group singing, quartets, choirs, choruses, or glee clubs; instrumental music of string quartets, chamber music ensembles, hill billy bands, jazz combinations, drum and bugle corps; or listening to planned, recorded music programs.

For any organized music program, except those of designated Navy unit bands, whether vocal or instrumental, supplies and equipment must be obtained. Activities are advised to use nonappropriated funds for this purpose since no funds are available to the Chief of Naval Personnel for the purchase of sheet music or musical instruments. The Chief of Naval Personnel can provide, upon request, assistance in the selection of music and information on the sources of supply.

Theater.—Theatrical entertainment in the recreation program includes both shows brought to the naval unit from outside, and shows produced by personnel of the naval unit.

The latter type of performance not only provides entertainment for the Navy audience, but also furnishes satisfying self-expression for participants, whether it be an impromptu show, variety show, one-act play, radio broadcast, quiz show, or musical comedy. To put a major show such as a musical comedy together may take the concerted efforts of writers, artists, carpenters, electricians, directors, and musicians, as well as performers. Lesser theatrical enterprises may be accomplished from whatever resources are available in terms of time, talent, and physical facilities. In this form of recreation everybody can get into the act.

Officers' and Petty Officers' Messes

Commissioned Officers' messes ashore are established for the purpose of promoting and maintaining the well-being, morale, and efficiency of commissioned officers by providing lodging, dining, social, and recreational facilities.

Chief petty officers' messes, senior petty officers' messes, and first and second class petty officers' messes ashore are established for the purpose of promoting and maintaining the well-being, morale, and efficiency of enlisted personnel in pay grades E-5 through E-9 by providing dining, social, and recreational facilities.

Regulations for the administration and operation of the above listed messes are contained in the *Accounting Handbook for Nonappropriated Funds*, NAVEXOS P-2409 and *Manual for Messes Ashore*, NAVPERS 15951. Copies of these manuals may be requisitioned from forms and publications supply distribution points.

The "BUPERS Mess Newsletter" (NAVPERS 15856) is published periodically for the purpose of disseminating interpretations of regulations and legal opinions; advice on operations, taxes and insurance; and summaries of operating analyses and other information of interest to administrators of officers' and enlisted messes ashore under the cognizance of the Chief of Naval Personnel. Copies are available from the Chief of Naval Personnel.

Ship and Station Newspapers

Ships and stations may maintain newspapers as a positive factor in promoting the efficiency, morale, and contentment of personnel. The publication and distribution of ship and station newspapers are subject to policies and regulations affecting morale of the service, efficient use of manpower, conservation of funds and supplies, maintenance of security, and promotion of the mission of the Navy.

Under the direction of the Under Secretary of the Navy, and subject to regulations contained in *Navy Publications and Printing Regulations*, NAVEXOS P-35 and various other laws and regulations, ship and station newspapers are under the cognizance of the Chief of Naval Personnel.

Help in solving the problems of established or proposed publications and advice concerning applicable regulations and standards is available from the Navy Publications and Printing Service Office (NPPSO). There is a NPPSO in each Naval District.

MILITARY MEDALS AND AWARDS

As has been stated, one of the strong motivating forces in a man's behavior and performance is his need for recognition of his achievements. Since the very earliest days in the history of our nation's military forces proper recognition of outstanding achievement or heroic performance has been a vital factor in building morale. Just recognition of merit tends to create in its members respect for an organization. For the naval organization this is an important aspect of the retention in its ranks of superior and devoted men, behooving it to offer the rewards it has at its disposal whenever they are warranted.

The primary purpose of decorations, medals, and commendations is to recognize adequately and to reward acts or services of distinction which are above and beyond that to be normally expected in line of duty. A judicious use of awards provides incentive to greater effort and builds morale; an injudicious use destroys their basic value.

One of the first military awards of record was one for "Military Merit" established by General George Washington in 1782 during the Revolutionary War to reward "unusual gallantry, extraordinary fidelity, and essential service."

Since that time personal awards have multiplied in all of the services to recognize different types of duties and varying degrees of achievement or heroism.

Two general publications of the Navy provide the personnel officer with information concerning decorations, campaign and service medals, and commendations. These are the Navy and Marine Corps Awards Manual, SECNAV Instruction P1650.1, which furnishes all legal and technical regulations regarding awards, and which sets forth current policies and procedures of the Navy in the submission of recommendations, sample citations, et cetera, and Navy Uniform Regulations, NAVPERS 15665, which prescribes the way the medals and ribbons are to be worn.

An officer must be aware of the value of proper recognition and keep himself informed of regulations and policies concerning awards. In doing so there are several rules which must govern his actions in this respect:

1. Recognition should be prompt. This is essential to building morale. In view of the time limitations which are placed on all personal awards, prompt recognition is especially important. The general regulation is that an award must be recommended within 3 years of the date of the act or service and made within 5 years thereof.

2. Justice should be maintained in making recommendations and good judgment exercised in determining what service is above and beyond the line of duty. Acts or services should be carefully scrutinized to assure that they measure up to the proper standards. This will not only instill in an individual a proper pride in his performance, but will furnish a potent incentive for others to earn personal awards. It will serve both to preserve the value of awards and to increase morale by furnishing a goal for which to work.

3. Proper records and followup should be maintained of recommendations and of awards made. Frequently recommendations are lost in the mail, or are inadvertently misplaced, either before or after final action has been taken. An adequate system of record-keeping and entries in service records may avoid delays and even denials of awards because of lost recommendations.

4. Eligibility for campaign and service medals should be conscientiously adjudicated and recorded. There has always been a sense of pride on the part of individuals to be able to display insignia of the campaigns or service in which they participated. Thus, campaign and service medals are also a vital part of the morale-building efforts of all military services.

NAVY INCENTIVE AWARDS PROGRAM

Coverage of the Navy Incentive Awards Program was extended to include military personnel by Public Law 89-198 of 22 September 1965. A member of the Armed Forces who, by his suggestion, invention, or scientific achievement, contributes to efficiency, economy, or other improvement of operations or programs related to the Armed Forces is eligible to receive a cash award, provided that his contribution is considered by his superiors to be over and above normal job expectancy to the extent that a cash award is justified. Awards are based on the estimated benefits derived from the contribution during the first year of use. Detailes of the program are contained in SECNAVINST 1650.24.

PERSONAL AFFAIRS

Included under the heading of personal affairs are such matters as pay, allowances, and allotments; personal and family matters; medical care for dependents; educational opportunities; retirement planning and counseling; insurance; voting; and service and veterans' benefits.

The personnel or division officer may not always know the answers to the many personal problems brought to his attention, but he should know to whom the service member may be referred. Assistance with critical or acute personal problems, for example, may be referred to the chaplain, the legal assistance officer, Navy Relief Society, or the Red Cross. Available to all commands is the handbook, Your Personal Affairs, NAVPERS 15900. This handbook serves as a ready reference to division and personnel officers confronted with the service member's personal problems. It summarizes current legislation and service provisions that affect personal affairs—from banking to buying a home, from income tax laws to the protection provided by the Soldiers' and Sailors' Civil Relief Act.

All naval personnel face the necessity for planning for and adjusting matters of a purely personal nature. The division officer and commanding officer can render valuable assistance in helping service members to recognize the advisability of putting their "own house" in order before an emergency arises and while they are in a position to do so.

There are many benefits and rights to which a service member and his dependents may be entitled and for which eligibility must be established by producing certain documents. The following papers and documents are among the most important for service personnel to collect and put in safekeeping.

- BIRTH CERTIFICATES of the service member and each member of his immediate family.

- NATURALIZATION PAPERS (if not born in the United States).

- ADOPTION PAPERS.

- MARRIAGE CERTIFICATES (including former marriages of the service member and his wife).

- DIVORCE DECREES of both service member and his wife.

- COURT ORDERS pertaining to support and custody of service member's legal dependents (including his or his wife's children by a former marriage and adopted children).

- DEATH CERTIFICATE (including children, spouse, or former spouse).

- DEEDS AND MORTGAGE DOCUMENTS.

- INSURANCE POLICIES (all kinds).

- BANK ACCOUNTS, SAVINGS BONDS, SECURITIES.

- WILLS.

Insurance Counseling

Several kinds of insurance coverage have been issued to Navy men at different times: U.S. Government Life Insurance (USGLI) was issued during World War I and was discontinued in 1940, but is still held by some old timers; National Service Life Insurance (NSLI) followed USGLI and was available to men and women who served during World War II; Servicemen's Indemnity, a program of "free indemnity," supplanted NSLI in 1951 and was discontinued at the end of 1956; and Post-Service Insurance (NSLI "RH" insurance).

Members of the Armed Forces released from active duty after 31 December 1956 with a service-connected disability (as determined under the standard VA rating schedule), and who do not have NSLI may purchase up to $10,000 in NSLI "RH". (Any insurance purchased under this plan is in addition to insurance converted under the SGLI program.)

Servicemen's Group Life Insurance (SGLI) was authorized by Public Law 89-214. Effective 29 September 1965, all personnel on active duty for more than 30 days were insured for $10,000 at a cost of $2.00 per month. The law authorizing the SGLI program was amended effective 25 June 1970 to increase the SGLI coverage to $15,000 automatically for all members—with a corresponding increase in the pay deduction from $2.00 to $3.00 per month (effective 1 July 1970). Members desiring a lesser amount of insurance ($10,000 or $5,000) or desiring no insurance must request such a change in writing through their Personnel Office. All previous reduction requests were voided by this law. SGLI coverage is in addition to all other Government insurance that a member might have. A member may elect, in writing, to receive only $5,000 or $10,000 SGLI coverage (at a premium cost of $1.00 or $2.00 per month), or he may elect, also in writing, not to participate in the SGLI program. Coverage is automatically terminated 120 days following release or discharge from active duty or after an unauthorized absence of more than 31 days. (When coverage is terminated either by the member's request or by unauthorized absence, it may only be restored upon appropriate application by the member.)

Anytime prior to the expiration of the 120-day period while the insurance is in force, the insured may convert his SGLI coverage to a permanent insurance plan with a commercial insurance company participating in the SGLI program. Conversion without a physical examination is automatic.

All servicemen are eligible for the benefits provided in the Servicemen's and Veterans' Survivor Benefits Act of 1956 (as amended by Public Law 91-96). By this Act, Dependency and Indemnity Compensation (DIC) payments may be authorized (as outlined in Your Personal Affairs, NAVPERS 15900C, and Once a Veteran, NAVPERS 15855F) for widows, unmarried children under 23 years of age (with restrictions) and certain parents of servicemen, veterans, or retired members who die on or after 1 January 1957 from:

- A disease or injury incurred or aggravated in line of duty while on inactive duty for training.

- A disability otherwise compensable under laws administered by the Veterans Administration.

Dependency and indemnity compensation is payable in addition to: (1) 6 months' death gratuity (minimum $800 and maximum $3,000), and (2) the pay and allowances due on the pay record at time of death.

Members of the Armed Forces are also fully covered under the Old Age and Survivors Insurance (OASI) (Social Security) program on a contributary basis. The Government and the serviceman each contribute a percentage of the serviceman's base pay under $7800 per year.

A serviceman may also take advantage of the provisions of the Retired Serviceman's Family Protection Plan (formerly the Uniformed Services Contingency Option Act) which permits a member of the Armed Forces to elect to receive a reduced amount of retired pay in order to establish annuities for his surviving dependents.

For the serviceman who desires additional coverage for his dependents, many types of civilian life insurance are available. The Armed Forces Life Insurance Counselors Guide, DOD PA-9, NAVPERS 15212, provides ample information for counseling naval personnel on their insurance problems.

Retired Serviceman's Family Protection Plan

The Retired Serviceman's Family Protection Plan, formerly the Uniformed Services Contingency Option Act (10 USC 1431, as amended), permits each member of the Navy to elect to receive a reduced amount of any retired pay which may be awarded him as a result of his military service in order to provide one or more annuities specified in the plan, payable after his death in a retired with pay status to his widow, child, or children, subject to certain limitations. Actually, the plan is a kind of insurance. Public Law 90-485 of 13 August 1968 liberalized this plan. These changes are incorporated in BUPERSINST 1750.1D.

Who May Benefit.—Officers and enlisted personnel in the Regular Navy and Naval Reserve except midshipmen are eligible for the plan. Basically, the plan includes all persons who expect to receive Navy retired or retainer pay.

Pay To Which Plan Applies.—The plan applies to any retired or retainer pay awarded as a result of service in any one of the uniformed services, including retired pay awarded members or former members of the Naval Reserve under Public Law 80-810 (now Title 10 USC 1331-1337) for completion of 20 years' satisfactory Federal service and attainment of age 60.

When To Apply.—Initial elections, which are immediately valid may be made at any time prior to the completion of 19 years of service for pay purposes. Elections made after completing 19 years are effective if made at least 2 years before retired pay is granted.

Applicants should be informed of the desirability of joining the protection plan and should be given the opportunity to study all the benefits derived from the plan.

Options Available.—The Retired Serviceman's Family Protection Plan affords each participating member one or more annuities in percentages of retired pay or in specific dollar amounts ranging from a maximum of one-half to a minimum of one-eighth of his retired pay, but not less than $25.00. Such elections are known as "Options," and are selected before he completes his 19th year for pay purposes, or at least 2 years before he is granted retired or retained pay. They are:

- Option 1—An annuity payable to or on behalf of the member's widow, and to terminate upon her death or remarriage.

- Option 2—An annuity payable to a surviving child or children until such child or children are no longer living or no longer eligible under the plan. (Children between 18 and 23 are eligible under both options 2 and 3 if they are in full time attendance at an educational institution.) If the member has more than one child, the annuity is paid in equal shares. Children who are incapable of self-support because of mental or physical incapacity which existed prior to age 18 may be continued as eligible beneficiaries until death or recovery of self-support capability.

- Option 3—An annuity payable to a surviving widow and children. The annuity payment to the widow stops if she remarries or dies, but continues to be paid to the surviving eligible child or children. If a retired member is predeceased by his wife, coverage under option THREE continues for his eligible children, at no further cost to the member.

- Former Option 4—A former option which provided that no further deductions of the retired member's retired pay would be made commencing with the first day of the month following that in which there was no beneficiary or beneficiaries eligible to receive an annuity under options 1 through 3 became automatic for all members retired on or after 13 August 1968. Members who retired before that date were allowed to purchase such coverage prior to 1 September 1969.

The plan provides a multiple option election. For more details consult BUPERSINST 1750.1 and the Retired Serviceman's Family Protection Plan, NAVPERS 15926.

Voting By Military Personnel

The Navy gives all possible assistance to Navy and Marine Corps personnel as well as to civilians outside the United States, officially attached to and serving with the naval forces, to enable them to vote for Federal, State, and local officials and utilize the absentee balloting procedures of the various states. Commanding officers are responsible for the administration of the Navy voting program within their respective commands. Each commanding officer is required to designate a commissioned officer, known as the voting officer, who represents him and acts under his supervision in the administration of the voting program. The voting officer, in addition to his other regular duties, disseminates and publicizes the information received from the Chief of Naval Personnel regarding election dates and voting procedures; maintains supplies and furnishes applications for absentee ballots to personnel; administers and attests the oath on the post card or any other authorized form of written application; and transmits balloting material by air mail to its destination.

Voting Information 1970, NAVPERS 15868H (published by the Armed Forces Information Service) summarizes current election laws for all states and territories and gives information about upcoming elections for the use of voting officers. (This publication is a series that is revised as appropriate.)

Family Services Centers

Within the guidelines of OPNAVINST 1740.1, the Chief of Naval Operations directed the establishment of Family Services Centers as of 1 September 1966.

Family Services Centers function as an integral part of the command where established and are operated by the Navy to assist military personnel and/or their families with problems which may occur, especially those incident to a permanent change of duty station, and to keep dependents informed of privileges and facilities available to them.

Family Services Centers provide Naval personnel and their families with:

- Welcome Aboard Kits—Containing maps, brochures, and other information about the station and its surroundings, including medical, commissary, exchange, schools, churches, and recreation facilities. The kit is mailed (prior to reporting) upon receipt of free post card Form NAVPERS 1740/2 (from personnel or dependents) available at all commands. (See BUPERSINST 1730.2.)

- Housing Information—Base, off-base, temporary accommodations and guest houses, motels and hotels with military rates, and mobile home parks.

- Referral Services—Contacting Navy Relief, Red Cross, legal officer, and other applicable sources; information on voting, passports, employment, nurseries, clubs, and other community facilities.

- Hospitality Kits—Items from the lending closet including beds, kitchen and dining items, linen, baby furniture, and ironing equipment.

- Reference Libraries—Current brochures and information on all naval activities CONUS and overseas and information on temporary accommodations and recreation areas at all Armed Forces installations throughout the world.

- Orientation Courses—Conducted on a regular basis for dependents to acquaint them with local facilities, general benefits, and mission of the Navy.

DEPENDENTS' EDUCATION (OVERSEAS)

The Navy provides primary and secondary schooling, within the limitations established by the Congress and the Department of Defense, to meet the educational needs of eligible minor dependents of DOD personnel in overseas areas. This schooling is provided by the most appropriate means available, taking into consideration local conditions and available resources, when a finding by the Secretary of the Navy establishes that free schools are not available or are inadequate.

Maximum use is made of schools operated in the area by the Army, the Navy, or the Air Force. In areas where such schools do not exist and the number of dependents does not warrant the establishment of a service-operated school, the command responsible for providing schooling utilizes the most appropriate of the following:

1. Tuition-fee (contract) schools under local government, private, church, or cooperative administration.
2. Correspondence courses.
3. Service-operated schools with dormitory facilities.
4. Other means in cases of extenuating circumstances.

Dependents' Housing

The Navy operates a family housing program for its married men and their families living in the United States. This consists of public quarters, Government rental units, and Government-insured privately financed projects. Although adequate quarters are not always available for every Navy man and his family, the Navy is continually attempting to better the overall housing situation.

Navy dependents are allowed to accompany their servicemen overseas only when adequate housing is obtainable either on the base or in the community. Pamphlets which give a general idea about the living conditions (shelter, schools, transportation, stores, required clothing, food, et cetera) for various foreign locations are prepared by the Bureau of Naval Personnel.

Information is also available from the following sources:

Family Service Centers provide information concerning commissaries, exchanges, schools, and recreation at specific duty stations. Section 23.8 of the Enlisted Transfer Manual, NAVPERS 15909B, explains how to contact Family Services Centers for such information.

BUPERSINST 11107.1 contains information on Government temporary housing available for use while looking for civilian housing or waiting for Navy quarters.

BUPERSINST 1720.2 contains the distribution procedures for Naval Activity Information Brochures, which contain information on housing, local maps, tourist brochures, and other material about a specific area or activity.

Dependents' Medical Care

Dependents of active duty and retired personnel and certain Reservists are provided a complete range of medical care in civilian as well as military facilities, both in and out of hospitals. Chapter 55, Title 10, USC establishes the legal entitlement of dependents and retirees to medical care from military facilities. Specific provisions are given in SECNAVINST 6320.8C. (These benefits are summarized in a pamphlet entitled "Uniformed Services Health Benefits Program," NAVPERS 15203B.) Medical care in civilian facilities is authorized under the Civilian Health and Medical Program of the Uniformed Services (CHAMPUS).

Specifically, the following types of medical care are provided: hospitalization, outpatient care, drugs, treatment of medical and surgical conditions, treatment of contagious diseases, and the treatment of nervous, mental, and chronic conditions. The basic charges are as follows:

Active Duty Dependents: For civilian hospitalization $1.75 per day or $25, whichever is greater. For outpatient treatment at civilian facilities, active duty dependents pay the first $50 per person per year (or $100 per family) plus 20 percent of the remainder.

Retirees and Their Dependents and the Surviving Dependents of Deceased Active Duty or Retired Service Members: Such individuals pay 25 percent of the cost of civilian hospitalization. For civilian outpatient care they pay the first $50 per person per year (or $100 per family) plus 25 percent of the remainder.

Mentally Retarded and Physically Handicapped: Active duty fathers of retarded and handicapped children and spouses pay between $25 and $250 per month for treatment, depending on the father's grade. The Government pays the balance, not to exceed $350. This program does not extend into retirement or subsequent to the death of the service member (unless he died while in receipt of hostile fire pay).

Health Benefits Counseling Program

The Uniformed Services Health Benefits Program provides major health benefits for dependents of active-duty members, retired members and their dependents, and survivors of deceased active-duty and retired members. This is a most comprehensive medical care program which, as established by the Congress, increases in scope with advances in the health field. Also, naval personnel (both active and retired) and their families frequently are entitled to health benefits under other programs such as Social Security MEDICARE, MEDICAID, and various civilian programs for handicapped persons. If service personnel and their families are to obtain maximum health benefits from the available programs, a maximum effort must be made to keep them informed and to counsel them concerning their individual problems. The Secretary of the Navy has charged the Chief, Bureau of Medicine and Surgery, under the command of the Chief of Naval Operations, with the responsibilities for such a program.

BUMEDINST 6320.43 of 8 December 1970 directed naval hospitals, dispensaries and dental facilities to institute an information and counseling program on the Uniformed Services Health Benefits Program, Social Security MEDICARE, and other Governmental and civilian programs which provide benefits for naval families, either active duty or retired. An officer to be designated by the command as the Health Benefits Counselor (HBC) is to be the focal point for the command's program.

In any area where there is a hospital and one or more of the other activities specified, the hospital, by agreement, may provide HBC services for the commands concerned. The HBC is to maintain informational material, provide information and guidance to members (both active and retired) and their families, and support the medical staff by providing assistance to eligible beneficiaries obtaining services from civilian sources and other facilities under the various health programs. He should accumulate and maintain timely information about community health resources. The location of the office and the name and telephone number of the HBC should be widely disseminated locally.

In addition to those functions mentioned, the HBC at each hospital is to coordinate the HBC Program at other facilities in the general geographic area of the hospital and provide training for their HBCs. He should also institute and maintain a coordinated local information program including talks before beneficiary groups. Special material for this purpose is available from the Bureau of Medicine and Surgery.

The commanding officers of all other naval commands having one or more medical officers are to designate a Health Benefits Counselor with functions similar to those described for the HBC. To the extent possible the Health Benefits Counselor is to be a Medical Service Corps officer. It is recognized that the size and capabilities of a command determine greatly the extent of the program conducted within the command. However, the Health Benefits Counselor at any command, as a minimum, should maintain a depository of up-to-date officially supplied information which can be made available to members of the command.

Interim Civilian Health Care Insurance

Medical care for service members and their dependents under the Uniformed Services Health Benefits Program ceases upon the member's discharge or separation from active duty. In order to provide coverage during the transitional period until an individual can obtain adequate medical insurance coverage individually or through his employment, a program was established to provide short term (90 day) coverage for the member, and if appropriate, his dependents, through a private agreement between the participant and insuring company.

Coverage is limited to military personnel being separated from active duty:

- Other than from ACDUTRA for less than 4 months.
- Other than from active duty of 30 days or less.
- Other than by reason of retirement.
- Regardless of the character of their separation.

The member must enroll in the plan and make full payment prior to his departure from the separation activity. Details are given in BUPERSINST 1760.19.

FEDERAL CREDIT UNIONS

A credit union is a group of people who create a source of low cost credit for themselves and their families by saving together through the purchase of "shares." Federal credit unions are chartered to make loans for "provident and/or productive purposes." These include tuition bills, home repairs and improvements, tax payments, medical, dental, hospital and funeral expenses, consolidation of debts, and financing of durable goods such as automobiles, boats, mobilé homes, home appliances, and furniture.

Federal credit unions are chartered under the provisions of the Federal Credit Union Act or appropriate State laws and regulated by the Bureau of Federal Credit Unions or State Credit Union agency. There are more than 150 credit unions serving Navy and Marine Corps personnel. Each of these credit unions is entirely independent, and membership in one does not include membership in any other. A credit union is permitted to serve only those persons who fall within its "field of membership," assigned by its regulatory agency and which includes certain categories of personnel who share a "common bond" of employment, association, or residence.

The maximum interest rate authorized federal credit unions by Congress is 1 percent per month on the unpaid balance, the equivalent of 12 percent simple annual interest. (1% x 12 months = 12% per year). This rate includes all charges incident to making a loan, including the cost of credit life insurance. Not all credit unions charge the maximum rate.

Eligible members join a credit union by paying a small entrance fee and by buying at least one "share." Allotments may be authorized to make regular share purchases in a federal credit union.

Information on credit unions is included in the welcoming brochures provided by the Family Services Centers.

Policy concerning credit unions serving Navy personnel is given in SECNAVINST 5381.3A.

LEGAL ASSISTANCE PROGRAM

The purpose of the Navy's legal assistance program is to interview, advise, and assist Navy men and their dependents who have personal legal problems, and, in certain cases, to refer them to competent attorneys acting in cooperation with the American Bar Association, state and local bar associations, and legal aid organizations.

The Navy has established billets for judge advocates who are officer-lawyers. Each judge advocate is qualified to practice not only before the military courts provided under the Uniformed Code of Military Justice, but also before the courts of the United States and at least one state or the District of Columbia. Legal assistance offices are established at naval district headquarters, Navy yards, naval stations, Marine Corps bases, Marine barracks, and other naval activities where qualified judge advocates are available. Legal assistance officers are also usually available on ships or stations having complements of more than 1000.

For smaller ships or stations with no judge advocate on board, a naval officer is assigned collateral duty as legal assistance referral officer. As such, he can arrange for legal service, but is himself forbidden to give such advice or service.

An individual needing legal advice may call in person for an interview with the legal assistance officer without going through any chain of command. All matters upon which he consults his legal assistance officer are treated confidentially. It is a strict rule that such confidential matters will not be disclosed by personnel of the legal office to anyone without the specific permission of the client—and that such disclosures may not lawfully be ordered by any superior naval authority. The Legal Assistance Program is described in SECNAVINST 5801.1B.

Legal advice and assistance for naval personnel and their dependents is provided by the appropriate law center (30 were established by OPNAVINST 5800.6) for the area in which they are located. When personnel are not able to consult Law Center personnel, assistance is given by the legal assistance officer or the legal assistance referral officer of the command.

DRIVES AND CAMPAIGNS

The Navy lends its fullest cooperation to fund raising campaigns authorized by the Federal Service Fund Raising Policy and Program, described in the *Federal Fund-Raising Manual,* SECNAVINST 5340.1. The policies set forth in this program are promulgated in the Manual and are quite explicit, so be aware of their existence and whereabouts.

In general, solicitation for funds on a voluntary basis for local united fund, community chest, or other federated groups such as the National Health Agencies, International Service Agencies, and the American Red Cross is made once a year under the title of Combined Federal Campaign. A separate drive is permitted each year for Navy Relief.

NAVY WIVES CLUBS OF AMERICA

The Navy Wives Clubs of America, Incorporated, is a national organization devoted to promoting social, educational, and welfare programs for the benefit of families of enlisted personnel. The *U. S. Navy Public Affairs Manual* and BUPERS Instruction 5760.1 recognize the Navy Wives Clubs of America as an organization to which the support and cooperation of the Navy should be extended. The clubs also support the Navy Wives Clubs of America Scholarship Foundation which provides scholarships for college work and vocational training to children of enlisted men of the Navy, Marine Corps, and Coast Guard. Awards are presented annually, each in the amount of $400 per annum. Application forms may be obtained from the Bureau of Naval Personnel (Pers-P), Navy Department, Washington, D.C. 20370.

Congenial social programs, lectures, and films on Navy life, pertinent legislation, and career opportunities are included in their activities.

NAVY WIFELINE ASSOCIATION

The Navy Wifeline Association was organized in 1965 to serve as the focal point of information about Navy life, benefits, and services for Navy wives and to provide a channel through which wives could communicate their points of view.

The association is a volunteer, service organization of wives of officers and enlisted men dedicated to helping Navy wives throughout the world adapt to and enjoy the challenge offered by the Navy's mobile way of life. At their Washington headquarters, Wifeline volunteers have compiled and published a number of informative handbooks explaining protocol, customs, traditions, benefits and privileges—all from the feminine standpoint. Utilizing the personal experiences of wives who have accompanied their men to overseas stations, in addition to information gathered from other sources, Wifeline members have prepared a guidebook for the overseas-bound family; "Tag-Along to Europe." It contains a quantity of useful data describing living conditions at U.S. facilities in European countries. Other materials distributed by the Navy Wifeline Association include an information portfolio for the Navy bride and a quarterly newsletter containing articles of interest to Navy wives.

By providing a valuable information service and by promoting a better understanding of the Navy's mission, Wifeline has made a significant contribution to the morale and welfare of Navy families. To contact Wifeline, write to the following address: The Navy Wifeline Association, Building 40, Washington Navy Yard, Washington, D.C. 20390.

CASUALTY ASSISTANCE CALLS PROGRAM

The Casualty Assistance Calls Program (CACP) provides for the personal visit of a member of the Navy to the family of each person in the Naval service who becomes a casualty while on active duty, active duty for training, or inactive duty training. Personal notification of the casualty is made in all cases of death, serious injury or illness, or injury in a combat zone requiring hospitalization. The Navy member making the notification, whether a commissioned officer, warrant officer, or qualified enlisted member, is designated as the Casualty Assistance Calls Officer (CACO). In cases of deceased personnel, the CACO offers personal condolence in behalf of the Navy and makes himself available to assist the next of kin in matters relating to burial arrangements, financial or personal assistance, the submittal of claims for benefits to which dependents are entitled under the law, and other emergency matters deemed appropriate on the initial call. This call is made not later than 24 hours after the initial notification of death. A subsequent call is made to further assist the primary beneficiary with such matters as the following:

1. Death gratuity.
2. Arrears of pay.
3. Dependents' medical care, exchange, and commissary privileges.
4. Transportation of dependents and/or reimbursement therefor.
5. U.S. Government, National Service, or Servicemen's Group Life Insurance; commercial insurance.
6. Veterans Administration dependency and indemnity compensation or pension and social security.
7. Disposition of personal effects.
8. Settlement of decedent's estate (will, bank accounts, property, et cetera).
9. Government headstone or marker.
10. Transportation of household goods.
11. Income tax assistance.
12. Education and employment.
13. Special requests of primary next of kin.

The expenses for preparation, encasement, transportation, and burial of deceased personnel of the Navy are defrayed by the U.S. Navy. This includes the transportation expenses of an escort to accompany the remains to the place of burial and the cost of the flag used to drape the casket and presented to the next of kin after the services.

The primary responsibility for the implementation of the program lies with each district commandant. The commandant of the naval district in which the next of kin resides appoints the CACO. Where the next of kin resides outside naval district control the responsibility for assignment of the CACO is assumed by the area commander of the locality in which the primary next of kin resides.

More information about casualty assistance may be found in BUPERSMAN, Manual for Casualty Assistance Calls Program, NAVPERS 15879-C, and the Decedent Affairs Manual, BUMEDINST 5360.1.

MORTGAGE INSURANCE

Two loan programs for buying homes are available to servicemen on active duty. One is administered by the Federal Housing Administration (FHA), and the other, by the Veterans Administration (VA).

The Housing Act of 1954 (Public Law 560, 83rd Congress) provides for (FHA) mortgage insurance for members of the armed services. SECNAVINST 1741.4C established regulations for implementing the law within the Navy. This program's provisions may assist Navymen in establishing comfortable homes and ease mental anxieties over emergencies that might cause delinquency in payments.

The Veterans Readjustment Benefits Act of 1966 made it possible for service members to apply for VA home loans while still on active duty, after 2 years of service. These members may choose whichever alternative method of financing that is most advantageous to them.

PRIVATE WELFARE AGENCIES FOR SERVICE PERSONNEL

The Navy attempts to provide all personal service possible to its personnel; however certain situations occasionally arise when the assistance of other agencies is valuable. Before attempting to use the services of a private organization, however, an officer should acquaint himself with Navy policy on such matters (BUPERSMAN) and discuss the subject with those concerned with the case. The Navy Relief Society, the American Red Cross, the USO, the Traveler's Aid Society, and other private and public agencies offer services or assistance to the Navyman.

Navy Relief Society

The Navy Relief Society is a private organization with funds derived from voluntary contributions, the income from investments, and the proceeds from fund-raising benefits. The objectives of the Society, as stated in its certificate of incorporation, are to collect and hold funds for use as aid to Navy and Marine Corps officers and enlisted men in times of urgent need, and as aid and relief for their dependents, including surviving families. The aid provided includes loans or outright grants, as well as advice and other nonfinancial help. Navy Relief financial assistance is intended to tide a man or his family over situations of acute distress and is not intended nor used for long-run improvement of personal conditions. Help given includes financial assistance to the family of a Navy man who dies or is killed; assistance in payment of hospital bills; travel expenses; funeral expenses; funds to tide over until a dependent's allowance is granted; and many others.

The Navy Relief Society also has established an Education Fund for the purpose of lending money to dependent sons and daughters of Navy and Marine Corps personnel for education after high school graduation, at accredited colleges and vocational schools and for preparatory academic work prior to entrance to one of the state or national service academies. Postgraduate work is not included in this program. Applications should be requested in January of each year from Navy Relief Headquarters.

American Red Cross

The American Red Cross is a voluntary organization that has a quasi-government position, although its funds are derived from contributions. In addition to its on-the-spot service to civilians in time of disasters, and its many continuing welfare activities, the Red Cross is organized, under Federal statute and regulations of the Armed Forces, to provide special help to military personnel, both directly and indirectly. It is authorized to conduct a program of social welfare which includes financial assistance for naval personnel, medical and psychiatric case work, and recreation services for the hospitalized. The Red Cross is an authorized medium of communication between families of naval personnel and the Navy. Some of the services frequently performed are:

1. Assistance in gathering the necessary affidavits required for dependency or hardship discharges.
2. Making of home investigations for verification and/or amplification of facts needed in emergency situations where leave or leave extensions are required.
3. Making family welfare reports for Navy personnel and transmitting emergency welfare messages to personnel aboard ships and stations.

Further information on the use of the Navy Relief Society and the American Red Cross is given in the BUPERSMAN.

USO

The United Services Organization, Inc. commonly referred to as USO, was first established in 1941 as a means of coordinating the activities of several civilian organizations in behalf of Armed Forces personnel. Following the end of World War II, the USO was formally released from its duties. It was reactivated in 1951.

Agencies included in USO are the YMCA, the YWCA, the National Catholic Community Service, the Salvation Army, the National Jewish Welfare Board, the National Traveler's Aid Association, and USO-Camp Shows, Inc.

USO services best known to naval personnel are the USO camp shows, which render professional entertainment service to naval hospitals and other naval activities, service clubs, and lounges maintained by USO.

Traveler's Aid

In addition to its participation in USO, the Traveler's Aid Society is always ready to help military personnel through its facilities for all travelers. The Society maintains desks in the bus and railway stations of most large cities and at major airports to help travelers who need assistance in obtaining temporary lodging, finding their way about the city, or solving emergency problems. This organization has a loan fund to assist travelers in financial emergencies. A Navy man or woman who has trouble finding a place to stay overnight in a strange city, or encounters other emergency problems in traveling, would be well advised to make use of the suggestions of Traveler's Aid.

Scholarships for Dependents

Over the years various Navy-oriented groups and associations have established special scholarship and award programs which are supervised by the Chief of Naval Personnel. While BUPERS (Pers P) coordinates the applications for the awards, the actual selection of the recipient(s) and presentation of the award is made by the sponsoring organization. The scholarship awards are, in general, made to the children (including adopted children and stepchildren) of members of the Navy and Marine Corps who are serving on active duty, retired with pay, or deceased (while on active duty or retired with pay). The scholarships are presented for educational purposes beyond the high school level, on the basis of scholastic merit, character, and financial need. Applicants must be graduates or prospective graduates of an accredited high school. Students already enrolled in an accredited college may also apply.

Applications for scholarships must be made on NAVPERS 1750/7 (10-68). Individuals may obtain the application from the Chief of Naval Personnel (Pers P), Navy Department, Washington, D.C. 20370. (Forms are not stocked locally.)

Information on the various scholarships included in the program is given in BUPERSNOTE 1755 of 12 February 1970.

RETIREMENT ACTIVITIES COUNSELING

The Retired Activities Section, Bureau of Naval Personnel, gives information about the rights, privileges, and benefits of retired personnel; prepares the Navy Guide for Retired Personnel and Their Families, NAVPERS 15891, the "Retired Naval Personnel Newsletter" (NAVPERS 15886); and distributes other publications on retirement. This section also coordinates the civilian employment assistance program for retired and released military personnel and distributes Your New Career — Planning for Retirement, NAVPERS 15895.

Retirement counseling includes information on veterans' rights and on benefits to which individuals may be entitled when on active duty; counseling at separation activities to ensure that separatees are provided with complete information concerning their rights and benefits and that their basic questions are satisfactorily answered; and providing a followup service to Navy veterans whose homes are in the district by having the Project Transition officer maintain a close liaison with veterans' organizations and Federal and State agencies located in their respective districts.

CIVILIAN EMPLOYMENT ASSISTANCE

The Civilian Employment Assistance Program was established in March 1964. Its purpose is to give assistance to Navy personnel scheduled for retirement or transfer to the Fleet Reserve who wish to develop plans for a second career. This assistance consists of timely, comprehensive briefing concerning civilian labor market conditions within the Federal and state employment systems. Briefings are normally given 12 to 18 months prior to the scheduled date of retirement or transfer to the Fleet Reserve. An orientation in the direct employment assistance phase of the program is also included.

These services are provided by a representative of the U.S. Employment Service. The commandant of each naval district is responsible for the overall assistance program and works closely with the U.S. Employment Service in implementing this program.

Further information about this program is given in BUPERSMAN.

Reemployment Rights

The Military Selective Service Act, as amended, gives reemployment protection to ex-servicemen, national guardsmen, and reservists who leave jobs with private employers or the Federal Government to perform military duty. The Office of Veterans' Reemployment Rights (OVRR), Department of Labor is responsible for providing information about reemployment rights and any assistance needed in exercising them.

All members of the Navy and Naval Reserve being released from active duty, applicants for enlistment, and inductees should be provided information and guidance concerning their reemployment rights, veterans' benefits, and obtaining employment or training upon their return to civilian life in accordance with BUPERSINST 1571.16. Inductees, enlistees, and reservists ordered to active duty should apply for reemployment within 90 days from discharge from service (or hospitalization that did not exceed 1 year after their discharge). A reservist ordered to active duty for training in excess of 3 consecutive months should apply within 31 days.

A Reemployment Rights and Employment Data Form, OVRR-2, should be filled in by every person being separated from active duty, or active duty for training of not less than 3 consecutive months. Individual commands forward the completed forms to the Office of Veterans' Reemployment Rights, Department of Labor, Washington, D.C. 20210. Forms should be obtained directly from OVRR field offices.

Additional information concerning reemployment rights is given in BUPERSINST 1571.16.

Project Transition

Project Transition provides for assistance to military personnel reentering the civilian job market or interested in obtaining further education or job training in preparation for such reentry. Counseling and job referral services are available to all separating military personnel. For additional information on Project Transition, see BUPERSINST 1510.106.

Referral Program

Referral is a DOD program which provides counseling and voluntary registration of retiring military personnel by use of a computerized man-job matching system, into which employers throughout the nation may submit job requirements. Personnel must register while still on active duty. Referral is implemented by Project Transition facilities. For additional information on Referral see BUPERSINST 1760.18.

College Placement Annual and GRAD System

College graduates scheduled for separation, including retirement or transfer to Fleet Reserve may avail themselves of civilian employment assistance offered by the College Placement Council through the College Placement Annual and the Graduate Resume Accumulation and Distribution (GRAD) System. The College Placement Annual is a directory which is prepared by the College Placement Council and distributed each year to American colleges and universities and to the Armed Forces. In it are listed alphabetically the names, addresses, and employment needs of 2000 corporate and governmental employers. Also included are cross-indexed listings of the employers by occupation and geographic location, and timely articles to assist the jobseeker in the pursuit of his career goal.

GRAD is a computerized placement service which provides college graduates with a means of putting their qualifications before a wide range of employers. There is no cost involved for individuals using this placement service.

Individuals may participate in the GRAD system if they hold at least a bachelor's degree from an accredited 4-year college or university in the United States.

Applications for the GRAD System are available from commanding officers and may be completed at any time. Brochures may be requested from the Chief of Naval Personnel in sufficient quantity for distribution to eligible personnel.

There are not sufficient copies of the College Placement Annual to permit issuance of a copy to each person being separated. However, reference copies are available for use in each major library and from commanding officers. Additional copies may be requisitioned from USAFI in accordance with the Standard Nomenclature List in amounts needed for reference and counseling purposes.

Additional information on the College Placement Annual and the GRAD System are given in BUPERSINST 1740.

SALES AND SERVICE FACILITIES

Ships' stores afloat and Navy exchanges and commissaries ashore furnish naval personnel and their dependents with sources from which to purchase many articles and services. In addition to the retail stores, the following services are usually provided both afloat and ashore: barber shops, laundry and dry-cleaning facilities, tailor shops, and cobbler shops. Additional facilities ashore may include such things as cafeterias, recreational clubs for enlisted personnel, gasoline service stations, and beauty shops. The Naval Supply Systems Command is responsible for the administration of these activities and has established the Navy Resale System Office, Brooklyn, N.Y., as a source of technical advice and general supervision. The sales and service facilities are of importance in personnel administration both as direct morale factors and as the source of recreation funds.

CIVILIAN MORALE SERVICES

Most naval shore activities maintain morale services for the benefit of their civilian employees. The objective of these services is to recognize the human factor in achieving a high level of production by enabling employees to realize that their work is important to the Navy, that their well-being is a matter of concern to their employer, and that their rights as individuals are respected. The Navy's policy recognizes as compatible the rights and just obligations of both management and employees. A continuing effort is made to create and maintain conditions that bring about active and willing cooperation among all members of the organization. The Federal Personnel Manual (FPM), and the Civilian Manpower Management Instructions (CMMIs) which supplement it, are the governing references for policy and procedure for civilian personnel management. FPM and CMMIs are discussed in chapter 2 of this text.

EMPLOYEE RELATIONS AND SERVICES

The employee relations and services function is responsible for informing employees concerning policies, procedures, standards of performance and conduct expected by the Navy; and of the rights, privileges, and obligations which derive from employment with the activity. It is responsible for meeting the practical needs of employees for services and assistance in matters that affect their well-being and efficiency; for ensuring equitable and timely disposition of disciplinary actions, grievances and appeals consistent with applicable laws, rules, and regulations; for cooperating with organized employee groups officially recognized by the Navy; for encouraging voluntary employee activities consistent with the interests of the public service; and for creating and maintaining safe and healthful work environment and providing suitable preventive and remedial measures according to standards established for the particular types of work performed.

The effective administration of this function requires participation by employees and supervisors to the greatest degree practicable in:

- Formulating the policies affecting them in their work.

- Protecting the right of employees to organize, join lawful organizations of their choice, or refrain from joining.

- Providing opportunities and encouragement for supervisory and administrative personnel to improve their day-by-day relations with employees.

- Preparing them to anticipate, identify, and correct major causes of actual or potential employee dissatisfaction.

- Providing the means and the opportunity for discussions with individual employees in confidence in order to assist them to make a satisfactory adjustment to conditions which may adversely affect their performance or to correct deficiencies which interfere with the productive efficiency of the organization.

- Ensuring that employees are free from reprisals when they follow procedures established for Navy civilian employees in seeking settlement of their difficulties.

The Department of the Navy recognizes that when employees are properly informed of major decisions affecting their employment, they are relieved of undue concern and doubt over the actions and decisions of management. Accordingly, it is the policy of the Department to keep employees currently informed on such matters as wage schedules, changes in working hours, workloads, production quotas, reductions in force, conditions of employment, grievance procedures, safety and health, equal employment opportunity (discussed in chapter 9), performance ratings, and incentives and awards. This is usually accomplished through indoctrination training courses, supervisory conferences and meetings, shop committees, committees of employees, representatives of organized employee groups, station newspapers, local orders and procedures, information bulletins, and bulletin boards.

Among the more important phases of the employee relations function is that concerned with counseling. Line supervision has primary management responsibility for assisting employees to make a satisfactory adjustment to the job and in working out solutions to problems that arise within the work situation. These problems may involve the employee's attitude, personality difficulties, and personal or work relationships with supervisors or with subordinates or fellow workers. The supervisor may request guidance and assistance from the employee relations staff in dealing constructively with employees' problems.

CIVILIAN INSURANCE PLANS

Civil service employees of the Navy may select voluntary programs of medical and life insurance. The Federal Employment Health Benefits Act of 1959 established a world-wide program to help protect civil service employees and their dependents against the cost of illness or accident. Several plans, with options under each plan are offered to meet the needs of the individual employee. The amount of life insurance under the Federal Employees' Group Life Insurance Act of 1954 depends upon the amount of the employee's salary. Additional life insurance, with premiums based on age groups, may also be obtained. Health benefits are discussed in chapter 890 of the Federal Personnel Manual (FPM); life insurance in FPM 870.

Comprehensive medical and group life insurance is also available for employees of Navy exchanges and Navy messes. All full-time civilian employees who have completed 6 or more months of service may participate. At overseas exchanges and messes, only citizens of the United States and of Panama are eligible.

Through these several plans, low cost medical and life insurance is available to all employees, except noncitizens employed overseas and certain employees excluded because of the nature and type of employment such as part time, seasonal, or intermittent employment.

CIVILIAN INFORMATION AND COUNSELING

Personal problems that affect adversely the employees' well-being and efficiency may be of a social, domestic, medical, financial or economic nature. Employees with such problems may be helped through counseling interviews to arrive at a satisfactory solution to their problems, or they may be referred to specialized help. In the latter case, the employee is prepared in the counseling interview to accept the help of a community agency which is equipped to render the needed specialized service. Working relationships are maintained between naval activities and community resources such as welfare agencies, medical offices, educational institutions, and public officials in order to obtain information concerning these resources and how they may be utilized to the best interests of both employees and management.

Needs of civilian employees are also met by providing information on housing facilities, recreational resources, educational opportunities, loans and budgeting, cultural and religious activities, and medical facilities.

The activities of nonprofit employee recreation groups or associations are encouraged by making station facilities available to them and giving their programs publicity.

Financial services available to employees are credit unions, banking and check-cashing facilities, employee relief fund loans, and income tax service.

It is the policy of the Department to establish or sponsor facilities or services that meet the practical needs of civilian employees—provided such services are essential and contribute to job interest, cooperation, better attendance, health, improved or increased work output, and morale in general.

SUMMARY

The personal affairs services of the Navy contribute indirectly to lessening the problems of leadership by helping the individual solve the problems of his personal life. Career-building programs of training and assignment provide the facilities by which personnel may develop their potential.

The Navy's medical program provides facilities to care for the health and welfare of the personnel of the Navy and Marine Corps and their dependents, and for emergency or work connected treatment of civilian employees. Its modern methods are constantly being improved through research in the sciences of medicine and dentistry.

Special services programs are provided for naval personnel which are adaptable to their needs. Recreational and educational activities of this program include sports programs, motion picture programs, theatrical productions, hobby crafts, newspapers, and social clubs.

Naval personnel also receive assistance in managing their personal affairs. Insurance counseling and legal assistance are provided by competent officer and civilian personnel. Educational assistance for dependents of officers and enlisted men, where public facilities are not available, is also provided. The Navy operates a family housing program for its married personnel which provides public quarters, Government rental units, and Government-insured privately financed projects. When situations arise requiring services which the Navy cannot provide, private and public agencies and organizations are called upon for assistance.

Civilian morale services are maintained for employees at shore and departmental activities. Such services are directed at creating and maintaining the climate necessary to ensure maximum productivity through equitable management—employee relations.

CHAPTER 16

SEPARATION, DISCHARGE, AND RETIREMENT

Separation is defined by the Navy as "all the means by which an individual may cease to hold the status of a member of the naval service on active duty, except death or desertion." It includes discharge, dismissal, revocation of commission, resignation, release from active duty, transfer to the Fleet Reserve or transfer to the retired list (including the temporary disability retired list) if concurrently released from active duty, and furlough without pay. Military separations may be either total separations — separations brought about by discharge or dismissal, or partial separations — release to inactive duty, transfer to the Fleet Reserve, or retirement. (For those who have not had experience in this line, the words retirement and separation may be synonymous. But there is a distinct — and legal — difference. The word "separation" itself may be misleading. BUPERSMAN uses the word to mean all types of separation. The term "total separation" is used for those separations in which the individual is no longer under naval jurisdiction.)

Officer and enlisted separations are accomplished by different military regulations. The separation of civilian employees is governed by regulations of the Civil Service Commission. Civilian retirements, transfers, and other separations and leave are discussed later in this chapter.

OFFICER SEPARATIONS

Officers of the United States Navy serve at the pleasure of the President and no terminal dates are established for their commissions. Once an individual has legally accepted a commission or warrant and has executed the oath of office, he has acquired a legal status which continues until he is legally separated by a duly constituted governmental authority. The forms of termination include: (a) acceptance of resignation; (b) discharge for cause; (c) termination of commission; (d) revocation of commission; (e) dropping from the rolls; and (f) dismissal. Neither retirement nor release from active duty affects the status of a commissioned or warrant officer of the naval service if his commission or warrant has not been terminated in one of the above forms. A retired officer or an officer released to inactive duty continues to be fully subject to naval jurisdiction and orders.

Regulations governing revocation of commissions, discharge, termination of appointments and release from active duty of Navy and Marine Corps officer personnel are given in SECNAVINST 1920.6 of 14 July 1971.

The Secretary of the Navy, by virtue of his authority to act for the President, establishes such criteria for the voluntary termination of an officer's status as are deemed necessary for the maintenance of a sound officer corps.

RETIREMENTS

The large majority of officer separations come as a result of retirement or release from active duty; the two types of retirement are disability retirement and nondisability retirement. Nondisability retirement is regulated by law to provide for fair and equitable retirement of naval personnel. There are laws providing for methods by which officers may retire voluntarily after the completion of certain prescribed periods of service — voluntary retirement, and others which establish mandatory service retirement dates and mandatory age retirement dates — involuntary retirement. Since most retirements are nondisability retirements these will be discussed first.

Voluntary Retirement

Voluntary retirement may be requested by an officer of the Regular Navy as follows: after completion of more than 20 years' active service, 10 years of which is commissioned service; after 30 years' total active service; or after 40 years' total active service. Only in the last case is retirement a right of the individual; 30-year retirements are approved at the discretion of the Secretary of the Navy, and 20-year retirements are approved at the discretion of the President, who has delegated these discretionary powers to the Secretary of the Navy by Executive Order. Warrant officers of the Regular Navy may request voluntary retirement after completion of 20 years' active service.

Warrant and commissioned officers of the Naval Reserve may be retired with pay upon their own application after completion of 20 or more years of active service in the Armed Forces (if serving in a grade above CWO, W-4, at least 10 years of commissioned service is required), or upon their own application after completing 20 or more years of satisfactory Federal service (qualifying service) and reaching age 60. All service prior to 1 July 1949 is deemed to be satisfactory Federal service; beginning that date an officer or warrant officer must earn a minimum of 50 retirement points each year to credit that year as a year of satisfactory Federal service. If an officer was a member of a Reserve component prior to 16 August 1945, he must have performed active service during World War I, or World War II, or active service other than active duty for training during the Korean Conflict to be entitled to retired pay after completing 20 or more years' satisfactory Federal service and reaching age 60. Final approval of voluntary retirement rests with the Secretary of the Navy.

Involuntary Retirement or Statutory Retirement

Statutory retirements are made to ensure youth and vigor in responsible positions and to prevent stagnation in grade. Accordingly, the Navy has laws which require the retirement of permanent officers and warrant officers after reaching a certain age, after failing of selection for promotion, after completion of a certain number of years of service, or a combination thereof. Statutory retirements require no application from the officer concerned but are handled administratively by BUPERS. The officer concerned is given ample notification of his prospective retirement date in order that he may make plans accordingly.

The statutory retirement age for permanently commissioned regular officers below the rank of fleet admiral is 62 years. The statutory service retirement of officers varies with rank; the requirements for most ranks are shown in table 16-1.

REAR ADMIRALS. — Rear admirals are considered for retirement by a selection board. Those recommended for retirement are retired on the first day of any month set by the Secretary of the Navy but not later than the first day of the seventh month after approval by the President of the board's report.

LDOs. — Unless earlier retired or separated, each LDO retires on the first day of the second month following the month in which he completes 30 years of active naval service, exclusive of ACDUTRA. A Lt. Commander (LDO) retires the 1st of July following the fiscal year in which he is considered as having twice failed selection to the next higher rank — unless he exercises an option to revert to warrant officer rank. (See BUPERMAN 3860100 for details.)

WARRANT OFFICER (MALE OR FEMALE). — The statutory retirement age for permanent warrant officers who have completed 20 years of service is 62 years. The officer is retired on the first day of the month following the date that is 60 days after the date on which the officer becomes 62.

Statutory service retirements for warrant officers are as follows:

- Thirty Years' Service — A permanent warrant officer who has not been selected for continuation is retired on the first day of the month following the 60th day from the date of completion of 30 years' active service.
- More Than 20 Years' Service — Any permanent warrant officer who has completed 20 years' active service on the date he has twice failed selection is retired on the first day of the month following the 60th day from the day of his second failure of selection.
- More Than 18, but Less Than 20 Years' Service — A permanent warrant officer who has twice failed selection for promotion to the next higher permanent warrant officer grade is retained on active duty and retired on the first day of the month following the 60th day from the date of completion of 20 years' active service, if he has not by that time been selected for promotion to the next higher grade.

Table 16-1.—Statutory Service Retirement Requirements of Most Officer Ranks.

RANK	Retires on the 1st of July immediately following the fiscal year in which completes	if not on a promotion list	is considered of having twice failed selection to the next higher rank	If not selected for continuation on the active list
Captain (Unrestricted line)	30 years of total commissioned service or	and	and	
	31 years of total commissioned service	and		
Captain (Restricted line)	31 years of total commissioned service	and		and
Captain (Staff Corps)	30 years of total commissioned service	and	and	and
	(30 years of active commissioned service for Nurse Corps Officers) or 31 years of total commissioned service (31 years of active commissioned service for Nurse Corps Officers)	and	and	and
Captain (WAVE)	(Retires on the 1st day of the month following the month in which completes 30 years of active commissioned service)			

52.64.1

Table 16-1.—Statutory Service Retirement Requirements of Most Officer Ranks—continued.

Commander (except LDO, Nurse Corps, and women appointed under 10 U.S.C. 5590)	26 years of total commissioned service	and	and	
Commander Nurse Corps	26 years of active commissioned service	and	and	and
Commander WAVE (10 U.S.C. 5590)	(Retires on the 1st day of month following the month in which completes 26 years of active commissioned service if not on a promotion list)			
Lt. Commander (except LDO, Nurse Corps, and WAVES appointed under 10 U.S.C. 5590)	20 years of total commissioned service	and	and	
Nurse Corps (effective June 1970)	20 years of active commissioned service	and	and	
WAVE (10 U.S.C. 5590)	20 years of active commissioned service	and		

Women officers of the Medical Corps, Dental Corps, Medical Service Corps, and Judge Advocate General's Corps of the Regular Navy, appointed under laws other than the Act of 12 June 1948 or 10 U.S.C. 5590, are governed by the same retirement laws as are male commissioned officers of these corps.

52.64.2

- Exceptions—Separations of male and female warrant officers who were permanent warrant officers on 1 November 1954, who have not completed 20 years of active service may be deferred by the Secretary of the Navy until age 60 for women and age 64 for men. (See BUPERSMAN 3860100 for details.)

Disability Retirement

Title IV of the Career Compensation Act of 1949, as amended, now codified in chapter 61, Title 10, U.S. Code, is the law governing physical disability retirements and separations. This law revised the entire concept of physical disability retirement as follows:

1. Officer and enlisted personnel of the Navy, Regular and Reserve, are equally entitled to disability retirement.
2. Eligibility for disability retirement is based on a combination of degree of disability and years of service.
3. Under certain conditions personnel may be separated with severance pay rather than be retired for physical disability.
4. A temporary disability retirement is established. The basic purpose of the law is to provide a means of separating from the active service those members who are physically unfit for further service. One of the key provisions is that no member of the service shall be separated or retired for physical disability without an opportunity of having a full and fair hearing if he demands it.

Responsibility for the final determination in cases involving physical disability reposes in the Secretary of the Navy. To provide the Secretary with a sound basis for final determination and to provide the member concerned with a full and fair hearing, three boards have been established. They are Physical Evaluation Boards, Physical Review Council, and the Physical Disability Review Board. On the basis of the findings and recommendations of these boards, the Secretary of the Navy takes final action which may result in permanent retirement, placement on the Temporary Disability Retired List, separation from the service with or without severance pay, found fit for duty, or other disposition as may be warranted.

Temporary Disability Retired List.—A member on the active list of the Regular Navy, or a member of the Naval Reserve entitled to receive basic pay and who has been called or ordered to extended active duty for a period in excess of 30 days is placed on the temporary disability retired list if all of the following conditions are met:

1. If he be determined unfit to perform his duties by reason of physical disability incurred while entitled to receive basic pay.
2. If the disability is not due to intentional misconduct or willful neglect or if the disability was not incurred during a period of unauthorized absence.
3. If the disability is 30 percent or more. If less than 30 percent the member is not entitled to any disability retirement pay but may be separated for physical disability and entitled to receive disability severance pay except that a member with 20 or more years of active service and whose disability is less than 30 percent disabling will be retired and placed on the permanent retired list or the temporary disability retired list, as may be appropriate.
4. If the disability was the proximate result of the performance of active duty. Any disability shown to have been incurred in line of duty during a period of active service in time of war or national emergency is considered the proximate result of the performance of active duty.
5. If the member has completed at least 8 years of active service, the prior requirement need not be met in order to entitle him to placement on the temporary disability retired list or to permanent retirement, as may be appropriate. If he has completed less than 8 years of active service, he may be separated and entitled to disability severance pay not withstanding the fact that the disability be 30 percent or more disabling but not the proximate result of the performance of active duty.
6. If accepted medical principles indicate that the disability may be permanent. However, if the disability is permanent, he may be permanently retired and entitled to receive disability retirement pay.

A member of the Naval Reserve, other than one specified above, who by reason of physical disability resulting from an injury, is determined to be unfit to perform his duties, is placed on the temporary disability retired list if all of the following conditions are met:

1. If the injury was not the result of intentional misconduct or willful neglect.

2. If the injury was the proximate result of the performance of active duty, full-time training duty, other full-time duty or inactive-duty training.

3. If the disability is 30 percent or more. If the disability is less than 30 percent, the member is not entitled to any disability retirement but may be separated for physical disability and entitled to disability severance pay, except that a member with 20 or more years of active service and whose disability is less than 30 percent is retired and placed on the permanent retired list or the temporary disability retired list, as may be appropriate.

4. If accepted medical principles indicate that the disability may be permanent. If the disability is permanent, the member may be permanently retired and entitled to receive disability retirement pay.

Disability Retirement Payment.—While a member's name is on the temporary disability retired list, which status may not continue for more than 5 years, he is entitled to receive disability retirement pay computed, at his election, by multiplying his basic pay at the time his name is placed on the list by:

1. The number of years' active service multiplied by 2 1/2 percent, or

2. The percentage of his physical disability as of the time his name was placed on the list.

If a member has held a grade higher than the grade in which serving at the time of his placement on the temporary disability retired list or at the time of his permanent retirement, whichever is earlier, and if the Secretary of the Navy determines he has served satisfactorily in such higher rank, his disability retirement pay will be based on the basic pay of the higher rank. If the physical disability entitling him to disability retirement pay is found to exist as a result of a physical examination given in connection with effecting a permanent promotion or a temporary promotion where eligibility for the temporary promotion was required to have been based on cumulative years of service or years of service rank, his retirement pay is based upon the basic pay of the rank to which he would have been promoted. In no case can the disability retirement pay of a member exceed 75 percent of the basic pay, nor can the disability retirement pay of any member on the temporary disability retired list be less than 50 percent of the appropriate basic pay so long as he is on the temporary disability retired list.

Physical Examinations.—A member whose name is on the temporary disability retired list is given periodic physical examinations at least every 18 months to determine whether his disability has changed. If, in order to comply with this requirement, he is required to travel, he receives appropriate travel allowances. Failure to report for examination after proper notification may result in termination of his disability retirement pay, but payments may be reinstated if just cause for failure to report is shown, and in that event payments may be retroactive for 1 year.

If, as the result of any such examination, or at the end of a period of 5 years from the date of being placed on the temporary disability retired list, it is determined that the disability is permanent and 30 percent or more disabling, the name of the member is removed from the temporary disability retired list and he is permanently retired for physical disability. Members with 20 or more years of active service are removed from the temporary disability retired list and permanently retired regardless of the percentage of disability, if otherwise qualified. For the purpose of computing the retired pay, the percentage of his disability is determined at the time of his retirement. If the physical disability of a member is less than 30 percent, the name of the member is removed from the temporary disability retired list and he may be separated for physical disability and entitled to disability severance pay. Not later than at the end of the 5-year period during which the name of the member is carried on the temporary disability retired list, the Secretary of the Navy makes a final determination and causes the member to be retired, separated, or, if physically qualified, be reappointed or reenlisted. (See BUPERSMAN 2610250.2.)

Disability Severance Pay.—A member separated for physical disability is entitled to receive as disability severance pay an amount equal to 2 months' basic pay of the grade held at the time of his placement on the temporary disability retired list or at the time of his separation, whichever is earlier, multiplied by the number of years' active service to which he is entitled but not to exceed a total of 2 years' basic pay. Fractions of 1/2 year or more active service are counted as a complete year but severance pay cannot be granted to a member who has less than 1/2 year of active service. The disability severance pay of any member who has served satisfactorily in a higher grade is computed on the basis of the basic pay of the higher grade. If the physical disability entitling him to a disability severance pay is found to exist as a result of a physical examination given in connection with effecting a permanent promotion or a temporary promotion where eligibility for the temporary promotion was required to have been based upon cumulative years of service or years of service in rank, his disability severance pay is based upon the basic pay of the rank to which he would have been promoted. The amount of disability severance pay received is deducted from any Veterans' Administration compensation arising out of the same disability for the member or his dependents but is not deducted from death benefits.

Member Found to be Physically Fit.—If as a result of a physical examination a Regular member whose name has been placed on the temporary disability retired list is found to be physically fit, he may, subject to his consent, be called to active duty and be reappointed or reenlisted, as the case may be, in the Regular Navy. Any appointment, reappointment, enlistment, or reenlistment must be in a grade not lower than the permanent grade held at the time the member's name was placed on the temporary disability retired list and may be in the grade immediately above the permanent grade held. If a member is found physically fit to perform his duties, one of the following takes place as appropriate:

1. If he is a Regular officer, his disability retirement pay is terminated upon the date of his recall to active duty and his status on the temporary disability retired list is terminated on the date of his reappointment to the active list.

2. If he is a Regular enlisted person, his status on the temporary disability retired list and his disability retirement pay are terminated on the date of his reenlistment.

3. If he is a Reserve, his status on the temporary disability retired list and his disability retirement pay are terminated on the date of his reappointment or reenlistment in a Reserve component.

If any member specified in 1, 2, or 3 above does not consent to the action discribed (his reappointment to the active list, reenlistment, or reappointment to a Reserve component, as appropriate), his status on the temporary disability retired list and his disability retirement pay are terminated as soon as is practicable and he is not entitled to severance pay.

Any member who incurs physical disability which renders him unfit to perform his duties and which resulted from intentional misconduct or willful neglect, or which was incurred during a period of unauthorized absence, is separated without disability retirement or severance pay.

Physically Restricted Personnel

If the member, particularly one with over 18 but less than 20 years of service, so requests in writing the Secretary of the Navy may continue said member on active duty who although unfit because of physical disability, can still perform useful service with appropriate assignment limitation. The member's physical disability must be a basically stabilized condition or one in which accepted medical principles indicate a slow progression of the disability condition. He must be able to maintain himself in a normal naval environment without adversely affecting his health or the health of other members, or requiring an inordinate amount of medical care. Chapter 8 of the Disability Separation Manual, NAVEXOS P-1990, provides additional information concerning physically restricted personnel.

RESIGNATION

The policy of the Secretary of the Navy concerning an officer of the Regular Navy or of the Naval Reserve on active duty is set forth in SECNAVINST 1920.3.

Permanent male officers of the Regular Navy who submit their resignations may, except in unusual circumstances, expect favorable action on such requests provided they have fulfilled the appropriate service requirements. Graduates of the Naval Academy appointed to the Academy after 3 March 1964 must serve as commissioned officers of the Regular Navy, Regular Marine Corps, or Regular Air Force for 5 years following graduation. A period of 4 years' active commissioned service (3 or 4 years per contractual agreement for officers commissioned from the Regular NROTC program and 2 years for the Medical and Dental Corps) is required of officers holding permanent commissions. Additional active commissioned service is required of officers who participate in undergraduate and graduate academic instruction or advanced training courses (except that additional service is not required for service college courses, professional general line courses, functional, technical skill or special courses attended as a result of naval orders issued without specific request or consent of the officer concerned). They must also meet the total service requirements of 8 years' active and inactive commissioned service or 6 years for officers commissioned after 9 August 1955. If the total service requirements are not met, favorable action on a resignation normally is contingent upon acceptance of a commission in the Naval Reserve.

Naval Reserve officers who have completed their period of obligated active duty and whose total active and inactive commissioned service is 8 or more years (6 or more years for officers commissioned after 9 August 1955), may submit their resignations and normally expect favorable action.

Resignations will normally be accepted from women officers of the Regular Navy and Naval Reserve upon completion of 2 or more years of active commissioned service, plus any additional service incurred as a result of specialized training.

Temporary officers and warrant officers whose permanent grade is enlisted, after completion of such active service in temporary commissioned or warrant status as they have agreed to serve, but not normally less than 3 years, may request termination of their temporary appointment and transfer to the Fleet Reserve, or reversion to their permanent enlisted status for the purpose of being discharged by reason of expiration of enlistment or continuing on active duty in their enlisted ratings.

Resignations and Discharges

There are four types of resignations submitted by naval officers. These are unqualified resignations, qualified resignations, resignations for the good of the service, and resignations for the good of the service and to escape trial before a general court-martial. The type of discharge given to an officer is determined by the type of his resignation.

Types of discharges for officers are discussed in BUPERSMAN 3850100. (An acceptable form for the submission of each type of resignation is given in BUPERSMAN 3830320.)

Unqualified Resignation.—An officer who resigns to attend school, enter business, accept a position in civil life, or for other personal reasons writes an unqualified resignation. His resignation must include a statement of his disbursing officer showing whether or not he is indebted to the Government, a list of the outstanding financial obligations contracted while in service, data on any outstanding notes on which others in the naval service are cosigners (including their names), and the precise reason for resigning. When an officer's unqualified resignation is accepted, he receives an honorable discharge.

Qualified Resignation.—A qualified resignation is one submitted by an officer whose record is not quite good enough to merit an honorable discharge. Among the reasons for submitting qualified resignations are:

1. Academic failure due at least in part to lack of effort.
2. Personality defects or physical deficiencies when individual's record does not show he is doing the best of which he is capable.
3. Consistently below average performance of duty.

The officer who submits a qualified resignation is granted a general discharge.

Resignation for the Good of the Service.—Though infrequently used, the resignation for the good of the service gives a means of separating those officers who are not fit to be classed as part of the Navy officer corps. When it is known that an officer is guilty of misconduct, including moral misconduct, where trial by general court-martial is not warranted, this type of resignation is usually accepted. Examples of such misconduct are: homosexuality, drug addiction, habitual drunkenness, and chronic default in the fulfillment of legal obligations. An officer who resigns for the good of the service is granted a discharge under conditions other than honorable.

Resignation for the Good of the Service and to Escape Trial Before a General Court Martial.— This type of resignation may be used when trial by general court-martial might result in dismissal from the service or imprisonment. Before submitting the resignation, the officer should be given a written statement indicating the nature of the misconduct of which he is suspected, and given an opportunity to submit any answering statement. Usually he is required to submit with his resignation a complete detailed statement in the nature of a confession relative to the offenses concerned and the extent of his involvement. A statement by a naval psychiatrist or medical officer, setting forth a professional observation of the resignee's mental or physical condition, should go with the resignation. If the resignation is accepted, the discharge awarded is under conditions other than honorable.

Discharge for Cause

In spite of high entrance requirements officers who are unable to perform their duties properly are occasionally commissioned. In many cases this is no direct reflection on the officer. Some fail academically in spite of their hardest efforts. Others have personality defects or physical deficiencies which prevent them from doing their jobs satisfactorily in spite of earnest and conscientious effort. These officers are given the opportunity to submit an unqualified resignation and are given an honorable discharge.

Revocation of Commission

The commission of any male officer of the Regular Navy or Marine Corps may be revoked by the Secretary of the Navy if the officer has served for less than 3 years. If the revocation is for certain types of causes, the officer ordinarily is not offered an opportunity for a departmental hearing. These causes are: failure to complete satisfactorily a course of training, instruction, or indoctrination; low caliber or unsatisfactory performance; or unsuitability or unfitness for service as an officer, as established by medical or psychiatric examination. When an officer's commission is revoked for any other reason, he usually is given an opportunity to present personally any facts which he believes would justify his retention in the naval service. Some of these causes for revocation are:

1. Dishonorable neglect to pay indebtedness.
2. Failure adequately to support a legal dependent.
3. Unsatisfactory performance of duty as evidenced by either or both an official report of fitness or a special report by letter.
4. Malfeasance, misfeasance, or nonfeasance in the performance of official duties.
5. Violation of, or refusal or failure to comply with, regulations, directives, or orders of any authority superior in rank or official position to the officer concerned.
6. Violation of any criminal or quasi-criminal statute or ordnance, federal, state, or municipal.
7. Misconduct of a character incompatible with exemplary standards of personal character and integrity, committed either prior or subsequent to being commissioned in the naval service.

When an officer's commission is revoked, he is presented with a detailed statement of the reasons for revoking the commission. The officer then acknowledges in writing that he has received the statement, that he has read it, and whether or not he desires to submit a resignation from the naval service. When grounds for recommending revocation of commission are for any cause or causes other than those listed in the first group above, the officer is informed that he may request an informal personal hearing before a board of officers in the Bureau of Naval Personnel for the purpose of presenting any facts which might justify his retention in the naval service. This board carefully considers allegations and statements, oral and written, submitted by the officer and makes written recommendations to Chief of Naval Personnel or Commandant, Marine Corps concerning the officer. Recommendation for revocation of commission, for acceptance of the officer's resignation, or other action if deemed appropriate is then made by Chief of Naval Personnel to SECNAV.

Discharge of Naval Reserve Officers

Commissioned officers of the Naval Reserve are subject to discharge at any time in accordance with the provisions of SECNAVINST 1920.6 of 14 July 1971.

Women Officer Separations

Women officers of the Regular Navy and Marine Corps and Naval Reserve and Marine Corps Reserve are subject to release from active duty, reversion, termination, separation, discharge, revocation of commission and dropping from the rolls, under the same circumstances, procedures, and conditions and for the same reasons as male officers.

In addition to the provisions which apply to all officers, regardless of sex, all women officers, regardless of length of service, may be discharged, upon approval of the Secretary of the Navy, whenever it is reported to the Secretary that the Chief of Naval Personnel or the Commandant of the Marine Corps, as appropriate, has determined that such officer:

1. Is the parent, by birth or adoption, of a child under the age of 18 years; or
2. has personal custody of a child under the age of 18 years; or
3. is the stepparent of a child under the age of 18 years who is within the household of the woman for a period of more than 30 days a year; or
4. is pregnant (however, if the pregnancy is terminated as a result of a spontaneous or therapeutic abortion or a still birth prior to separation from the service, the woman officer may submit a request for cancellation of her separation orders, together with the commanding officer's recommendation, to the Chief of Naval Personnel or the Commandant of the Marine Corps); or
5. has, while serving under her current appointment to warrant or commissioned grade in the naval service, given birth to a living child.

The determination of conditions 1 through 5, above is to be in accordance with regulations prescribed by the Chief of Naval Personnel or the Commandant of the Marine Corps, as appropriate, which may provide for retention, notwithstanding the foregoing conditions. Only those cases, in which discharge is considered appropriate, need be reported to the Secretary. A woman officer may submit her resignation under these circumstances (conditions 1 through 5 above) or she may request retention.

HEARING AND/OR BOARD PROCEEDINGS.—Neither a hearing nor proceedings by a board of officers are required to discharge, under the provisions of the preceding paragraph (conditions 1 through 5 above), women officers who have less than 3 years' commissioned service or, in the case of warrant officers, have not completed 3 years of continuous service since acceptance of their appointment. Otherwise, unless waived, a hearing before a board of officers is required in accordance with SECNAVINST 1920.6.

PRESENT POLICY.—All policies relating to dependency status, parenthood and pregnancy of women officer and enlisted personnel are currently under review. Pending future revision or restatement of such policies, the action required in BUPERSMAN 3850220.2 and BUPERSMAN 3830160 with regard to separation by reason of pregnancy is modified as outlined in BUPERSNOTE 1900 of 27 January 1971 and SECNAVINST 1920.6.

In those cases wherein a pregnant officer or enlisted woman desires to remain in the Navy, separation is to be held in abeyance and the woman's request for retention forwarded to the Chief of Naval Personnel for consideration. Such request should include the commanding officer's recommendation, and the report of the medical officer if pertinent. All such requests are to be considered on an individual case by case basis by the Chief of Naval Personnel with final approval of officer discharges to be made by the Secretary of the Navy.

In those cases wherein the officer or enlisted woman desires separation from the naval service by reason of parenthood or pregnancy, separation action is taken in accordance with the operative provisions of BUPERSMAN and SECNAVINST 1920.6 of 14 July 1971.

(Maternity care is available before and after separation as detailed in BUPERSMAN 3810180.)

Dropping From the Rolls

The Secretary of the Navy, acting for the President, is authorized to drop from the rolls, at any time, an officer who has been absent without authority from his place of duty for a period of 3 months or more; or one who has been found guilty by a civil authority of one or more offenses and sentenced to confinement in a Federal or State penitentiary or correctional institution.

An officer who is dropped from the rolls normally receives a letter signed by the Secretary of the Navy notifying him that he is being dropped and citing the findings of the Chief of Personnel on which the action is based. Dropping from the rolls effects complete severance from the service. No certificate of discharge is issued and dropping from the rolls is not characterized as having been either "under honorable conditions" or "under conditions other than honorable."

Dismissal

Dismissal is the lowest type of officer separation from the naval service. Except in time of war, it is accomplished only as the result of sentence by a general court-martial. An officer separated from the service by dismissal is not awarded a certificate of discharge. His only separation document is a letter signed by the Secretary of the Navy, or by an authority to whom the Secretary has lawfully delegated the function. This letter informs the officer concerned of his trial, conviction, and sentence, Departmental action upon and approval of the sentence, and the fact of his dismissal. Dismissal is officially stated as being "in all respects equivalent to a dishonorable discharge."

DISCHARGE CERTIFICATES

Summing up, we have shown that there are three types of discharge certificates issued to officer personnel:

1. Honorable—based on the acceptance of an unqualified resignation, or other total separation when the character of service is fully honorable.
2. General—based on the acceptance of a qualified resignation, or other total separation when the character of service is not fully honorable, but not dishonorable.
3. Discharge under conditions other than honorable—based on acceptance of a resignation for the good of the service, sometimes to escape trial by court-martial, or other total separation wherein the character of service is dishonorable.

Except for dismissal and dropping from the rolls, all officers may submit resignations when leaving the service. A resignation has no effect until it is accepted by the Secretary of the Navy. Once the Secretary of the Navy has signified such acceptance, his action is final. A resignation may be withdrawn prior to acceptance thereof only if the notification of withdrawal physically reaches SECNAV before he signifies acceptance. Once resignations have been accepted, discharge certificates are issued by the Navy Department only; they are never prepared in the field.

SEVERANCE PAY

Male permanent lieutenants, and lieutenants junior grade, who, twice fail of selection for promotion or who twice fail the professional examination for the rank for which selected, and male and female ensigns who fail to qualify for promotion, are honorably discharged. WAVE and Nurse Corps LTJG's and LT's who are not selected for promotion are honorably discharged after completing, respectively, 7 and 13 years of active commissioned service.

LTJG's and LT's receive lump-sum severance pay based on 2 months' pay for each year of commissioned service, not to exceed 2 years' pay or $15,000 whichever is less. For ensigns, the same method of computation is used, but they receive a maximum of 1 year's pay.

These officers, except those discharged for unsatisfactory service, are permitted to resign, and if the resignation is accepted they may apply for enlistment if otherwise qualified. If they enlist, however, they forfeit their severance pay.

Note that severance pay applies only to permanent officers. In general, officers holding a temporary commission who twice fail of selection either retire or revert to their permanent status.

ENLISTED SEPARATIONS

An enlisted person knows on the day he is sworn in exactly when his service is to be terminated since, except in times of war or national emergency, the termination date is shown on the face of the enlistment contract. (Enlistments and periods of obligated service of enlisted personnel are extended, or may be extended, in time of war or national emergency in accordance with 10 USC 506, 511, 671a and 671b.)

Enlisted separations are either administrative separations or separations by sentence of general or special court-martial. Administrative separation is discharge or release from active duty UPON expiration of enlistment or required period of service, OR PRIOR TO such expiration in the manner prescribed in BUPERSMAN 3840080 (Administrative Discharge Actions), but specifically excluding separation by sentence of general or special court-martial.

Enlisted personnel who are within 3 months of expiration of active obligated service may be separated early as detailed in BUPERSMAN 3840240 for such reasons as: when such early separation is in the best interest of the Government, or for the purpose of reenlistment for continuous service, or to commence or resume higher education provided the eligibility requirements in BUPERSMAN are met, or under the provisions of other approved programs for early release or separation.

DISCHARGES

Discharge is complete severance from all military status in the Regular Navy or Naval Reserve. There are 11 formal reasons for discharge of enlisted personnel. These are: (1) Expiration of enlistment; (2) Fulfillment of service obligation; (3) Disability; (4) Convenience of the Government; (5) Dependency or Hardship; (6) Minority; (7) Unsuitability; (8) Security; (9) Unfitness; (10) Misconduct; (11) Sentence of court-martial. (See fig. 16-1.)

The types of discharges are:

1. Those with the character of Honorable and Under Honorable Conditions:
   a. Honorable, and
   b. General
2. Those of a character other than honorable:
   a. Undesirable
   b. Bad Conduct
   c. Dishonorable

Commanding officers should prescribe appropriate internal procedures for periodic explanation to members of the types of discharge certificates and basis for issuance and the possible effects of various certificates upon reenlistment, civilian employment, veterans' benefits, and related matters. Failure on the part of the member to receive or to understand such explanation is not considered a defense in an administrative discharge proceeding or a bar thereto.

Except as discussed under "Administrative Discharge Actions," the type and character of discharge issued upon administrative separation from current enlistment or period of service is determined solely by the member's military record during that enlistment or period of service, plus any extensions thereof prescribed by law or by the Secretary of the Navy, or effected with the consent of the member.

Honorable Discharge

An honorable discharge is a separation from the service with honor. Such a separation may be effected by the commanding officer or a higher authority when the individual is eligible for or subject to discharge and when it has been determined that he merits an honorable discharge under the Standards prescribed in BUPERSMAN 3850120. Conditions upon which an honorable discharge is issued are as follows:

1. Eligibility for discharge for one of the following reasons:

   a. Expiration of enlistment
   b. Fulfillment of service obligation
   c. Disability
   d. Convenience of the Government
   e. Dependency or hardship
   f. Minority
   g. Unsuitability
   h. Security
   i. When directed by the Chief of Naval Personnel

2. Proper military behavior and proficient, industrious performance of duty having due regard to the rate held and the capabilities of the individual concerned.

Active Duty Personnel. — Personnel on active duty must have made a final evaluation average of not less than 2.7 and an average military behavior score of not less than 3.0 during their enlistment, induction, or other service obligation to be awarded an honorable discharge (except as otherwise provided in BUPERSMAN for enlisted performance evaluations).

An individual who is to be administratively discharged without having received evaluation marks (for example, a recruit discharged by reason of unsuitability) should normally be issued an honorable discharge if he made a sincere effort to maintain proper military behavior and to perform his duties in a proficient and industrious manner.

Type of Discharge	Reasons for Which Given	Character of Separation	Given by—
Honorable Discharge	1. Expiration of enlistment 2. Fulfillment of service obligation 3. Disability 4. Convenience of Government 5. Dependency or hardship 6. Minority 7. Unsuitability 8. Security 9. When directed by Chief of Naval Personnel	Honorable	Administrative action
General Discharge	All or any of above 9 reasons	Under honorable conditions	Administrative action
Undesirable Discharge	1. Unfitness 2. Misconduct 3. Security reasons	Conditions other than honorable	Administrative action
Bad Conduct Discharge	1. Misconduct 2. Desertion 3. Larceny 4. Robbery 5. Moral Turpitude, etc.	Conditions other than honorable	General or special courts-martial
Dishonorable Discharge	Same reasons as for Bad Conduct Discharge (matter of degree as determined by court-martial)	Dishonorable	General courts-martial

52.45
Figure 16-1.—Types of discharges and reasons for which given.

Personnel On Inactive Duty. — Since evaluation marks are not given to a person on inactive duty, an honorable discharge is normally issued to a reservist upon termination of his contract. However, the reservist is not issued an honorable discharge if:

1. He has performed active duty of 90 days or more during his Naval Reserve enlistment or service obligation and his service upon his most recent release from active duty was characterized as other than honorable; or
2. He was transferred from the Regular Navy to the Naval Reserve in order to fulfill his service obligation and his service while on such active duty was characterized as other than honorable.

Effect of Decoration or Disability. — An individual who is otherwise ineligible may receive an honorable discharge if he has during his current enlistment or other current period of service or period of prior service been awarded a Medal of Honor, Navy Cross, Distinguished Service Medal, Silver Star Medal, Legion of Merit, Distinguished Flying Cross, Navy and Marine Corps Medal, Bronze Star Medal, Air Medal, Joint Service Commendation Medal, Navy Commendation Medal, Navy Achievement Medal, Combat Action Ribbon, Gold Life Saving Medal, Silver Life Saving Medal or any other Armed Forces award corresponding to any of these decorations, or if he is being discharged as a result of disability incurred in line of duty. In each case, the individual's military record should be fully considered in connection with any action taken.

General Discharge

A general discharge is given for any of the reasons listed for the honorable discharge. It is a separation from the service UNDER HONORABLE CONDITIONS issued to an individual whose military record is not sufficiently meritorious to warrant an honorable discharge. A separation with a general discharge may be effected by the individual's commanding officer or higher authority when the individual is eligible for or is subject to discharge and it has been determined that a general discharge is warranted under prescribed standards. Such discharge may also be directed or authorized by the Chief of Naval Personnel by reason of unfitness or misconduct.

Undesirable Discharge

An undesirable discharge is an administrative separation from the service under conditions other than honorable. It is issued for unfitness, misconduct, or security reasons.

Bad Conduct Discharge

A bad conduct discharge is a separation from the service under conditions other than honorable. It may be given only by approved sentence of general or special courts-martial.

Dishonorable Discharge

A dishonorable discharge by its own connotation is a separation from the service under dishonorable conditions. Dishonorable discharges may be given only by approved sentences of general courts-martial and are appropriate for serious offenses warranting dishonorable separation as included punishment.

ADMINISTRATIVE DISCHARGE ACTIONS

The Chief of Naval Personnel has the right and the duty to separate from the service, with an appropriately characterized discharge certificate, members who clearly demonstrate that they are not qualified for retention. This is accomplished by administrative discharge procedures.

In determining whether a member should retain his current military status or be administratively separated, his entire military record, including records of nonjudicial punishment imposed during a prior enlistment or period of service, all records of conviction by court-martial, and any other factors which are material and relevant, may be evaluated (except for those offenses for which processing for discharge is mandatory).

Administrative Discharge Boards and higher authority charged with making such determinations may consider records of nonjudicial punishment imposed during a prior enlistment or period of service only if such records of punishment would have, under the particular circumstances of the case, a direct and strong probative value in determining whether retention or administrative separation is appropriate.

When considering a member for administrative discharge, ensure that the member is processed in accordance with the procedures set forth in BUPERSMAN. For example, chronic military misbehavior or serious involvement with civilian authorities should not be used as the basis for unsuitability processing unless there is a duly diagnosed psychiatric disorder which significantly contributed to the misbehavior. Military misbehavior and involvement with civilian police subject the respondent to the possibility of an undesirable discharge and should normally be processed as unfitness or misconduct.

The purpose and scope of the Navy Discharge Review Board and The Board for Correction of Naval Records is to be explained during the separation processing of any member being discharged under other than honorable conditions.

Administrative discharge action is not normally initiated until a member has been counseled concerning his deficiencies and afforded a reasonable opportunity to overcome them (except when the member commits an offense for which processing for discharge is mandatory). Members may be considered for discharge for reasons of unsuitability, unfitness or misconduct as well as for security.

Unsuitability

Members may be discharged by reason of unsuitability because of:

- Alcoholism
- Financial irresponsibility
- Character and behavior disorders
- Enuresis
- Homosexual or other aberrant tendencies
- Commanding officers of naval training centers may process for discharge, recruits undergoing training for such causes as inaptitude, apathy, defective attitudes, and inability to expend effort constructively.

Administrative procedures for processing enlisted personnel for unsuitability are given in BUPERSMAN 3420180. Members who are being considered for discharge by reason of unsuitability and who have at least 8 years of continuous active duty are to be afforded Administrative Discharge Board privileges and counsel as provided in BUPERSMAN 3420180 and 3840080.

Unfitness

A member being processed for a discharge for unfitness must be informed in writing of the circumstances which are the basis for the contemplated action and must be afforded an opportunity to request or waive in writing any or all of the following privileges.

1. A hearing before an Administrative Discharge Board.
2. Right to appear in person before such board (unless in civil confinement or otherwise unavailable).
3. Representation by counsel.
4. Right to submit statements in his own behalf.

The right to have his case heard by an administrative discharge board can only be waived after he has consulted with counsel; such waiver must be witnessed by the member's counsel.

Members may be recommended for discharge by reason of unfitness for:

- Frequent involvement of a discreditable nature with civil or military authorities.
- An established pattern for shirking.
- Established pattern of dishonorable failure to pay just debts or to contribute adequate support to dependents or failure to comply with civil court orders concerning support of dependents.
- Homosexual acts (processing for discharge is mandatory. See SECNAVINST 1900.9).

Other sexual perversion, including but not limited to lewd and lascivious acts, sodomy, indecent exposure, indecent acts with or assault upon a child, or other indecent acts or offenses. (Processing for discharge is mandatory.)

- Drug abuse (see BUPERSMAN 3420220, SECNAVINST 6710.2 of 9 July 1971, and discussion of drug abuse in chapter 12).
- Unsanitary habits.

Administrative procedures for processing enlisted personnel for discharge by reason of unfitness are given in BUPERSMAN 3420220.

Misconduct

Administrative procedures for processing enlisted personnel for discharge by reason of misconduct are given in BUPERSMAN 3420240. The member is entitled to substantially the same rights and privileges as those described for those members processed for discharge by reason of unfitness.

Members may be recommended for discharge by reason of misconduct for the following causes:

1. Conviction by civil authorities (foreign or domestic) or action which is tantamount to a finding of guilty of an offense that:

   [illegible] authorizes imposing a maximum penalty under UCMJ of death or confinement in excess of 1 year.
   b. involves moral turpitude; i.e., those offenses involving fraud or deceit.
   c. involves sexual perversion.
   d. involves drug abuse (see BUPERSMAN).
   e. where the offender is adjudged a juvenile delinquent, wayward minor, or youthful offender or is placed on probation or punished in any way as the result of any of the offenses just listed.

2. Procurement of a fraudulent enlistment, induction, or period of active service through any deliberate material misrepresentation, omission, or concealment which if known at the time might have resulted in rejection. (The enlistement of a minor with false representation as to age or without proper consent is not in itself a fraudulent enlistment.)

3. Prolonged unauthorized absence (1 year or more).

Processing under reasons 1 and 2 is mandatory.

Security

Enlisted personnel may be separated by reason of security with an honorable, general, or undesirable discharge in accordance with SECNAVINST 5521.6 concerning the administration of the military personnel security program.

ADMINISTRATIVE DISCHARGE BOARD

An Administrative Discharge Board is a board of not less than 3 commissioned officers, on active duty, at least one of whom is in the grade of lieutenant commander or higher, appointed by the commanding officer to hold a hearing and to render findings based on facts obtaining or believed to obtain in a case and to recommend either "retention" in the service or "discharge" of the member. If discharge is recommended the board indicates the type of discharge certificate to be given and the formal reason for discharge; i.e., unsuitability, unfitness, or misconduct.

The board functions as an administrative rather than a judicial body; thus strict rules of evidence need not be observed. However, Article 31, Uniform Code of Military Justice must be complied with. Hearings are conducted in accordance with the procedures given in BUPERSMAN 3420250. The member is entitled to counsel (a lawyer within the meaning of Article 27(b) (1) of UCMJ, if available) unless counsel is waived in writing as provided in BUPERSMAN.

A member who requests an Administrative Discharge Board may not be discharged under conditions other than honorable unless he is afforded the right to present his case before an Administrative Discharge Board with the advice and assistance of counsel and unless such discharge is supported by board findings and a board recommendation for an undesirable discharge is approved by the Chief of Naval Personnel.

REVIEW OF BOARD RECOMMENDATIONS

The Chief of Naval Personnel may direct issuance of the type of discharge recommended by an Administrative Discharge Board or a more favorable discharge but may not direct a discharge less favorable than that recommended by the board.

Notwithstanding an Administrative Discharge Board recommendation for retention, the Chief of Naval Personnel may direct separation when warranted by the circumstances of a particular case. In this event the discharge is effected under honorable conditions and the member thus separated is awarded an Honorable or General Discharge certificate as warranted by the member's military record.

A member subject to discharge because of conviction by civil court is processed for discharge notwithstanding the fact that he has filed an appeal or has stated his intention to do so. It is the general policy of the Chief of Naval Personnel to withhold final action pending outcome of the appeal unless otherwise directed by the Secretary of the Navy.

The Chief of Naval Personnel may suspend execution of an approved administrative discharge to afford a deserving member a specified probationary period of sufficient length to demonstrate successful rehabilitation.

RETIREMENT AND TRANSFER TO FLEET RESERVE

Retirement and transfer to the Fleet Reserve do not constitute termination or entitle the enlisted man to a discharge since he continues fully subject to naval jurisdiction.

Voluntary Retirement

An enlisted person serving in the Regular Navy is entitled to be placed on the retired list of the Regular Navy upon his own application to the President of the United States upon completion of 30 years of active service. This service includes all active service in the Army, Navy, Air Force, Marine Corps, Coast Guard and Reserve components thereof, less the time lost for nonperformance of duty by reason of imprisonment, sickness due to own misconduct, and unauthorized absence.

Transfer to Fleet Reserve

Enlisted personnel of the Regular Navy and Naval Reserve may upon completion of 19 years and 6 months active service elect to transfer to the Fleet Reserve. (The computation of service for transfer to the Fleet Reserve is explained in detail in BUPERSMAN 3840200 and 3855180. As members of the Fleet Reserve they are on inactive duty, subject to recall in emergency or war, but not required to participate in Reserve training.

The purpose of the Fleet Reserve is to provide an available reserve of ex-officers and ex-enlisted personnel of the Regular Navy and the Naval Reserve who may be utilized without further training to fill those billets requiring experienced personnel in the initial stages of mobilization during an emergency or in war.

Disability Retirement

Enlisted personnel are eligible for disability retirement under the same considerations as are officers. See earlier section of this chapter for details.

CIVILIAN RETIREMENT, TRANSFER AND OTHER SEPARATIONS AND LEAVE

Separations of civilian employees of the Department of the Navy are personnel actions. They may be due to retirement, reduction in force, resignation, transfer, acceptance into military service, termination, declining to accept new assignment, declining relocation, displacement, removal for inefficiency or for offenses, disqualification, or disability.

Retirement

All Navy and Marine Corps employees—except those excluded by Executive Order, law, or regulations of the Civil Service Commission because tenure of employment is intermittent or of uncertain duration—are entitled to the benefits and subject to the requirements of the Retirement Act. Those employees excluded from retirement coverage are subject to Social Security coverage.

The Retirement System provides a comprehensive annuity plan for eventual separation of the career civilian employee. The system is developed under the actuarial plan, employee contributions of 7% of their basic salary made by payroll deductions are matched by the Federal agency.

The major types of retirement offered include deferred retirement, discontinued service retirement, disability retirement, optional retirement, mandatory retirement, gradual retirement, and trial retirement.

Deferred Retirement

An employee who is separated after at least 5 years of creditable civilian service is entitled to an annuity beginning when he attains age 62. (Provided, of course, that he does not withdraw his contributions to the retirement fund.)

Discontinued-Service Retirement

An employee under the act who is involuntarily separated from the service is entitled to an immediate annuity if:

- He was employed under the act for at least one year within the 2-year period immediately preceding the separation on which the annuity is based, and

- He has attained age 50 and completed 20 years of creditable service, including 5 years of civilian service, or
- Regardless of age, he has completed 25 years of creditable service, including 5 years of civilian service.

If the retiring employee is under age 55 the basic life annuity rate is reduced for early retirement by 1/6 of 1 percent for each full month (2 percent a year), that he is under age 55.

The term "involuntary separation" means any separation against the will and without the consent of the employee, other than for cause on charges of misconduct or delinquency. Some of the causes for involuntary separation are reduction in force; lack of funds; inefficiency (unless the inefficiency is due to the employee's misconduct); disability (provided the separation action is initiated by the activity); and separation during probation because of failure to qualify.

Disability Retirement

Subject to prior approval by the Civil Service Commission an employee with at least 5 years of civilian service who has become totally disabled for useful and efficient service either in his position or in another position of the same grade or class is eligible for disability retirement, provided the disease or injury which caused the disability is not the result of vicious habits, intemperance, or willful misconduct on his part.

Optional Retirement

An employee with 30 years of creditable service may retire on full annuity any time after reaching age 55, or with 20 years of creditable service after reaching age 60. An employee who has reached age 62 may retire voluntarily, without reduction in annuity, at any time after completing 5 years of civilian service.

Mandatory Retirement

The mandatory retirement age for employees subject to the Retirement Act is 70, provided they have completed 15 years of creditable service including a minimum of 5 years' civilian service and have been employed under the act for at least one year within the 2-year period immediately preceding separation. The agency must notify the employee in writing at least 60 days in advance of the effective date of mandatory separation. (The notice must actually reach the employee at least 60 days before separation date to meet the 60-day notice requirement.) The effective date is at the end of the month in which the employee first meets all the conditions for mandatory separation.

Mandatory separation may be waived by the President; he has delegated this authority to the CSC for employees other than Presidential appointees.

Gradual and Trial Retirements

The gradual and trial retirement programs are both relatively recent programs. Under gradual retirement, the employee works a reduced workweek in order to gradually adjust to retirement. Under trial retirement, the employee and the activity contract for a 1-year trial retirement with the employee being guaranteed a similar job at equal pay if he decides to return to work. Notice of his intention to return is required by the first day of the eleventh month after separation for trial retirement. Gradual retirements are discussed in FPM Supplement 831-1 and CMMI 831.S1-9. Trial retirement is discussed in CMMI 831.S1, Appendix B.

Annuities

An employee may select a straight life annuity or a reduced annuity which provides a lifetime benefit to the spouse, or other person with an insurable interest as provided by law, upon death of the employee.

The amount of the annuity depends primarily upon an average of the individual's salaries for the 3 consecutive years his salaries were the highest he received (the "high-3" average salary) and the number of years of creditable service. In addition to creditable civilian service, generally, all active military service, terminated under honorable conditions, is included in the determination of eligibility and the computation of the annuity, unless the employee is in receipt of retired pay by reason of such military service or elects to have the service credited toward Social Security coverage. However, if the retired pay is based on a disability incurred in combat or granted under the provisions of chapter 67 of Title 10, USC (pertaining to retirement from reserve components of the Armed Forces), the same period of active military service may also be credited toward civil service retirement. No deposit to the retirement fund is required for the crediting of military service.

Retirement of Mess and Exchange Employees

A voluntary retirement annuity plan has also been provided for civilian employees of Navy exchanges and Navy messes. To be eligible, employees must be citizens of the United States or Citizens of Panama employed in the Canal Zone; and have completed 3 years' service on a full-time basis. Persons older than 70 years 6 months as of 1 March 1962 are not eligible. Employees not eligible because of failure to meet requirements are eligible on the 1 March on which they satisfy such requirements.

TRANSFERS

Military personnel are normally assigned a specific tour of duty and then reassigned or transferred to another billet. Civilian personnel are able to transfer from one position in an activity to another, from one activity to another activity within the same agency, or to any other Federal agency on their own initiative. Transfers may also take place when part of an activity or an entire activity is transferred from one area to another or to another organization. The employee is given the option, in these instances, of transferring with his function.

Agencies are delegated authority to appoint by transfer career or career conditional employees of other agencies. As provided in FPM 335, competitive promotion procedures must be used if the transfer is a promotion or to a position with a known promotion potential.

An employee may not be transferred if he becomes separated from the Federal service for one workday or more within his basic workweek before transfer is effected. He must be on active duty (civilian) or on leave without pay or furlough other than military furlough. If he has a break in service of more than 1 workday, the appointment is processed as a reinstatement.

In making a transfer the appointing officer should arrange with the losing agency to set a mutually agreeable effective date. He should notify the agency of the date finally set so that the employee will not be separated before the transfer becomes effective. Normally the release date is set for two weeks, but never more than 30 days.

Movements within the same agency (e.g. Department of the Navy, Interior, Air Force, etc.) however, that place an employee under the jurisdiction of a different payroll office are usually without a break in service and are effected as "Conversion to" the new appointment.

Employees who transfer from one area to another may be given travel expenses, travel time, and have their household goods shipped by the employing agency in many instances.

The separation should be made effective on the day before the transfer or appointment. The action may be taken retroactively if necessary, and may involve correction of a previously processed separation made effective at an earlier date.

When an employee is leaving because he is accepting a transfer, or some other type of appointment in another agency, in order to avoid a break in service, it is preferable not to process the separation until the notice (SF 50) covering the new appointment is received from the new employing agency. No resignation is required for these separations.

The employee's Official Personnel Folder and leave records are usually forwarded to the new employing agency (or in some instances they are forwarded to the Federal Records Center). The Individual Retirement Record Card (SF 2806) is closed out and forwarded to the CSC.

Granting LWOP to Facilitate Transfer

Career-conditional employees who are dependents of military personnel may be granted up to 90 days of leave without pay (LWOP) before separation incident to the transfer of their sponsors under the following circumstances:

- The employee requests a grant of leave without pay;
- The employee expresses an intent to seek Federal employment at the new location; and

- The employee's work performance has been satisfactory so as to warrant continued Federal employment.

Supervisors upon learning that a military dependent is planning on separating due to transfer of the employee's sponsor, must notify the employee of the right to a grant of leave without pay.

Civilian employees who are nondependents may request that leave without pay be granted them to locate other employment but the granting of such leave is a matter of administrative discretion.

REDUCTION IN FORCE

The Navy is subject to sudden expansions and contractions due to shifting economic or international conditions. Cuts in appropriations may require reductions in personnel. Agency management may reduce certain phases of its work as the workload changes. Thus it is necessary to be ready on short notice to cut back or abolish activities that a few months previously may have been expanding.

When long-range planning is possible, a cutback can be accomplished largely by stopping recruitment and relying on attrition. But often the period of time in which the reduction in force must be accomplished does not permit this. When employees must be separated, the first step is for management to decide which jobs are to be eliminated. Generally, this determination is made at the local activity level. It is the most important step taken by management and is not governed by personnel rules. Management is free to determine the categories of work in which the reduction must take place. In making this determination, it is the duty of management to maintain the most productive working force possible.

Once it is decided which jobs are to be abolished, a more automatic procedure determines who stays and who goes. This is the reduction-in-force (RIF) procedure. Part 351 of the Civil Service Regulations issued pursuant to Section 3502, Title 5, USC, and chapter 351 of the Federal Personnel Manual (FPM 351) prescribe the details and must be followed.

The Office of Civilian Manpower Management prescribes policy and issues instructions governing the conduct of reductions in force throughout the Naval Establishment in accordance with the regulations and instructions of the Civil Service Commission and the Department of Defense. It interprets the application of FPM 351 and CMMI 351 to specific situations and serves as the Department of the Navy coordinator for the DOD Centralized Referral System (CRS).

In a reduction in force the competitive area is first established in accordance with CSC rules; it may be a single activity, a commuting area or a larger area. Then competitive levels are established—that is, the types of jobs in which employees are to compete for retention. Positions are in the same competitive level only when they require substantially the same knowledge, technique, and knowhow, to get the work done satisfactorily. Characteristics shared by all positions in a competitive level are similarity of duties, responsibilities, pay schedule, and terms of appointment; and similiarity of requirements for experience, training, skills, and aptitudes. When an agency considers the effect of qualifications on the composition of a competitive level, its concern is not with the incumbent's qualifications, but with those required by the job's duties and responsibilities as stated in the official job description. For example, a GS-3 typist position would be in a different competitive level than a GS-3 stenographer position regardless of whether the person classified as a typist had learned shorthand. The positions, not the incumbents, are considered. Within a competitive level employees compete for retention. Four major factors must be considered; they are tenure of appointment, veterans preference, length of service, and performance ratings.

Tenure of Appointment

Career employees (those who have received a competitive appointment and have completed 3 consecutive years of satisfactory service in career-conditional status) have preference for retention over those having lesser tenure rights, such as career-conditional employees. Career-conditional employees have preference for retention over temporary employees hired in the absence of registers (TAPERS). Temporary employees who have been appointed for definite periods of time (limited appointments) may be separated without following this retention procedure at all.

Veterans' Preference

Persons entitled to veterans' preference for retention purposes have preference over competing nonveterans in the same or a lower tenure group.

Length of Service

Within the categories indicated above, length of service which includes all creditable civilian and military service, is the deciding factor, except as modified by performance ratings. One full year of total Government service counts as one retention credit.

Performance Ratings

A current official performance rating of "Outstanding" gives an employee the equivalent of 4 additional years of service, which is reflected in his length of service (for RIF proceedings).

Retention/Reemployment Rights

Of these four factors, tenure of appointment is considered first when placing employees in retention groups in both the competitive service and the excepted service (positions not subject to competitive civil service requirements). Each group also has two subgroups: "A" for veterans and "B" for nonveterans.

In the competitive service, career employees who have completed the required 1-year probation period in their present positions are placed in Group I; career-conditional employees in Group II; and employees serving under temporary, indefinite, and limited appointments, and status-quo or nonstatus employees are placed in Group III. Employees who are serving under appointment limited to 1 year or less and whose current performance ratings are unsatisfactory have no retention rights.

While serving in the excepted service, with or without competitive status, employees who are serving under appointments carrying no restrictions or conditions are placed in Group I; employees serving under conditional appointments and those appointments limited only by trial periods, and employees whose tenure is indefinite solely because they occupy obligated positions, are placed in Group II; employees serving under indefinite appointments, including employees who complete 1 year of continuous service under temporary appointment are placed in Group III.

Abolition of certain jobs, therefore, does not mean that the incumbents will be the employees who leave the rolls. If the position of an employee with high tenure rights is abolished, that individual has the right to be assigned to another position for which he can qualify if the incumbent has lower tenure than his. The employee thus displaced ("bumped") can then "bump" someone else with still lower tenure. A reduction in force can, for this reason, set off a series of chain reactions resulting in widespread personnel changes in the jobs remaining.

When a reduction in force becomes necessary, the Navy requires activities to provide adequate information and employee services to those who are relocated or separated, in accordance with FPM 351 and other applicable regulations of DOD, the CSC and OCMM.

Normally the employee is entitled to a minimum of 30 days prior notice of a proposed RIF up to a maximum of 90 days notice; where it is known that a base or activity is to be closed, notice of as much as a year may be given. Employees who have been notified of a RIF action are given outplacement assistance and placed on the Navy Reemployment Priority List for the commuting area and may be registered with the DOD Centralized Referral System (CRS) in accordance with DODINST 1400.21 of 22 April 1970 (CMMI 330 - Appendix A).

Appointment of a registrant in the CRS for a permanent, continuing position is normally processed as a reinstatement (in the competitive service) or as an excepted appointment (in the excepted service). The rehired employee is also entitled to have his travel and transportation expenses paid by his FORMER activity if he is appointed by another DOD activity within one year after his date of separation.

Employees who have been reached for reduction in force action or were unable to accompany a transferred function may also be given employment assistance under the Displaced Employee Program discussed in FPM 330.

An employee who receives a RIF notice can appeal to the CSC if he believes that rules and regulations governing reductions in force have not been followed. Appeals may be filed any time from the receipt of the RIF notice until 15 days after the effective date of the action appealed. Any employee who was improperly riffed is entitled to reinstatement and back pay. Thus it is important that all regulations be followed in any required RIF proceedings.

OTHER SEPARATIONS

A separation may be a disciplinary action or a nondisciplinary action. Disciplinary actions are adverse actions and are subject to the adverse action procedures outlined in FPM 752 and CMMI 752. Appeal procedures for adverse actions are discussed in chapter 15 of this text.

Nondisciplinary actions may be either nonadverse or adverse actions. Actions which adversely affect employees even when they are nondisciplinary are subject to the procedural requirements for adverse actions; such actions may also be considered administrative separations since they originate with management.

A separation may be canceled at any time before it becomes effective. Generally when an authorized separation action has become an accomplished fact, it cannot be rescinded—with the following exceptions:

- A separation determined to have been unjustified or unwarranted must be canceled (such determination may be made by the agency, CSC, or the courts).
- An erroneous retirement may be canceled and the employee restored to duty.

Non-Adverse Separations

Non-adverse separations are actions taken in response to an employee's request or to established facts or circumstances (such as age or death). Non-adverse separations do not require the application of adverse action procedures outlined in FPM 752 and CMMI 752. The employee by his election or action fixes the effective date of his separation and no notice of the separation to the employee is therefore required. Non-adverse separations include resignation, military-separation or furlough-military, separation-transfer, abandonment of position, and death.

Resignation.—Resignation is a separation in response to an employee's request for the action. A resignation is a voluntary action on the part of the employee to effect his own separation. He may not be requested or advised to submit a resignation, although he may be advised of the alternative which may ensue if he does not resign. Neither may he be denied the right to resign, although action may be pending to separate him. A written resignation is preferred, and it is expected, but not required, that Navy employees will submit resignations at least 2 weeks in advance of their last day of duty. The submission of a resignation is regarded as a completed act on the employee's part. He may not withdraw his resignation unless the withdrawal is agreed to by the appointing authority or his designated representative.

In the following instances, a resignation is either unnecessary or inadvisable.

- No resignation is needed when an employee accepts other employment without a break in service in a Federal agency or designated international organization or accepts another appointment in the same agency.
- No resignation is needed from an employee who applies for retirement.
- If an employee submits a resignation because of ill health he should be counseled concerning applying for disability or optional retirement.

Separation-Military (or Furlough-Military).—Employees who enter military service have certain rights to return to employment after military duty and to be considered for promotions during their absence. Agencies are required to safeguard the rights of employees who are absent on military duty (or who are called or ordered to duty in the Public Health Service, or ordered to an initial period of at least three consecutive months of ACDUTRA as a Reservist or National Guardsman), whether the employees have been separated, furloughed, or placed on leave of absence.

Employees who leave to enter active military service in the Armed Forces of the United States should be advised of the provisions of FPM 353 concerning restoration rights. By Separation-Military the employee goes on military furlough for the duration of his military service. Within limitations set by law, his right to his position is protected during his absence and he is assured that he will not lose status relative to his fellow workers. Following military furlough, when for reasons other than death, an employee is not restored to duty, he is separated by "Separation-Military (No Return from Furlough)."

Separation-Transfer. — Career and career-conditional employees who move from one competitive position to another between agencies, without a break in service, are separated from the rolls of the losing activity by "Separation-Transfer." Indefinite employees, however, may not be transferred. They may either resign or be separated by "Separation to accept (type) appointment in ____________."

Abandonment of Position. — When an employee abandons his position, he is separated without following adverse action procedures. When an employee fails to report for duty, the agency should attempt to determine the employee's intentions. After a reasonable time (10 calendar days or more) if the agency cannot determine his intentions, the employee may be separated for abandonment of position. The separation is made effective the last day of active duty or approved leave, whichever is later. Notice should be mailed to the employee's last known address.

If an employee entitled to job protection procedures in FPM 572 returns after being so separated, he should be restored to duty unless the agency has proof that he actually abandoned his position. Otherwise, the Commission may find on appeal that he did not abandon his position and order him restored.

Death. — When an employee dies, the personnel action "Death" is used to remove his name from the rolls. This action will be effected only on authoritative information (usually a death certificate) substantiating the death. However, in unusual cases where death appears to have been a certainty, but where there is not authoritative proof, the employee's name may be removed from the rolls by "Death-Presumed."

Adverse Separations

Separations that are not based on an employee's request or in response to certain circumstances are adverse separations. Career and career-conditional employees who have completed their trial or probationary period are entitled to the protection and notice provided by adverse action procedures. Temporary and indefinite employees generally do not have the same protection.

Management fixes the effective date of adverse (administrative) separations and must ensure that the employee receives the advance notice to which he is entitled. Administrative separations may not be effected retroactively. Some of the most common of these separations are described in the following section. Others are discussed in FPM Supplement 296-31.

Termination. — Termination is the action used to separate an employee serving under a temporary appointment for any reason not specifically covered by another type of personnel action. Whenever practicable, employees are given 15 days' advance notice.

Termination-Displacement. — "Termination-Displacement" is the action used when separation of a retention Group III (the lowest retention group) employee is necessary to effect the placement of a person entitled to assistance under the Displaced Employee Program. It is also used for the removal of temporary (TAPER) employees who do not pass the appropriate test when a register is established. Employees are notified in writing of the reason for their separation. Whenever practicable, employees being displaced are given 30 days' advance notice.

Separation-Declined Relocation (city and state). — Separation-Declined Relocation is the action used when an employee declines the offer to accompany his function or activity when it is moved to a new organizational or geographical location. These actions are to be effected as of the same date as any reduction in force actions resulting from the same transfer.

Separation-Declined Assignment (city and state). — Separation-Declined Assignment is appropriate when an employee refuses a position change that would carry out the terms of an established rotation policy or refuses any other position change which the agency determines is in the best interests of the service. The action may not be taken to accomplish a reduction-in-force action. Adverse action procedures must be followed for an employee covered by them.

Commission Directed Disciplinary Action. — The Civil Service Commission has authority to direct separation or other disciplinary action against any person who has been appointed to or is holding a position in violation of civil service laws, rules or regulations, or against any officer or employee in the Executive Branch who has violated Executive Order 10577 (civil service rules for the competitive service and transitions from indefinite appointments to career conditional) or any of the laws, rules, or regulations administered by the Commission or who has failed to adhere to established policies, regulations, and standards relating to personnel management subject to the jurisdiction of the Commission. These disciplinary actions are effective as of the date the CSC directs.

Separation-Inefficiency.—This is the type of action used to effect the separation of an employee because of unsatisfactory performance of duty, except when unsatisfactory performance occurs:

- During trial or probationary period.
- As a result of physical or mental incapacity.
- As a result of willful negligence (use removal procedure).

Removal.—Disciplinary offenses sometimes require that the employee be separated. The Navy maintains a standard schedule of disciplinary offenses and penalties for civilian employees and provides instructions for its use. Depending on the severity of the offense, removal proceedings may be instituted against an employee for any four disciplinary offenses, two or more of which must be offenses listed in the schedule, committed in any 24 months' period, or for the fourth occurrence of the same offense during the reckoning period of that offense. Certain offenses that violate laws or official regulations carry penalties, such as a fine or imprisonment in addition to removal.

Termination during Probation or Termination during Trial Period.—This is the action used to effect the separation of an employee who fails to qualify by conduct, capacity, or performance during the probationary or trial period; who fails to qualify in the investigation conducted by the Civil Service Commission; or on one whom information is obtained which, if known, would have disqualified him for appointment.

Separation-Disability.—This is the action used if the employee is being separated administratively because his physical or mental condition renders him incapable of performing the duties of his position or if a Court Order has been issued adjudging him mentally incompetent and (1) he does not meet the service requirements for disability retirement or (2) neither the employee nor the agency wishes to apply for disability retirement.

CIVILIAN ABSENCE AND LEAVE

A brief discussion of civilian leave is provided here because in some instances leave may be granted as an alternative to a separation action; in others it may be mandatory to grant the employee leave.

Leave and other absences are to be administered on a uniform and equitable basis within the scope of applicable laws and regulations. In granting leave, consideration is to be given to the needs of the activity and the welfare and morale of employees.

The minimum charge for leave is 1 hour.

The major types of absences and leave include the following:

- Absence Without Leave (AWOL). A nonpay status resulting from a determination that no type of leave will be granted (including leave without pay) for a period of absence for which the employee did not obtain advance authorization or for sick leave which has been denied. (Because absence without leave is not leave, the minimum 1-hour charge for leave does not apply to AWOL.)
- Annual Leave. An authorized absence in a pay status, generally approved in advance.
- Court Leave. An authorized absence of an employee from official duty, without charge to annual leave or loss of compensation for attending court in a non-official capacity as a witness on behalf of the United States or the Government of the District of Columbia or for jury duty.
- Administrative Excusal. Absence from duty granted by administrative order without charge to leave or loss of compensation. (Excusals for blood donations, registration and voting, preparing for grievances, severe snowstorms, et cetera.)
- Furlough. Temporary nonpay status and absence from duty:

1. Required by the appointing officer because of lack of work or funds (for a period not to exceed one year). (Furloughs of less than 30 days are processed under adverse action procedures. Furloughs of 30 or more days are processed under reduction-in-force procedures.)

2. Upon an employee's entering U.S. military service or other similar organizations designated by law or regulation (Military Furlough).

- Leave Without Pay (LWOP). Temporary nonpay status and absence from duty granted upon an employee's request. LWOP does not include nonpay status on days for which the employee would be compensated on an overtime basis. The permissive nature of leave without pay distinguishes it from absence without leave.
- Maternity Leave. A period of approved absence because of pregnancy and confinement, chargeable to sick leave or any combination of sick leave, annual leave, and leave without pay. It is the policy of the Department of the Navy that maternity leave shall be granted to cover the period which an employee is medically certified as incapacitated for duty prior to confinement and not to exceed eight weeks following delivery. The obligation to grant leave without pay in maternity cases, however, extends only to non-temporary employees.
- Military Leave. Absence with pay, not to exceed 15 calendar days a year, for active duty or training with the Reserve components of the Armed Forces including the National Guard.
- Nonpay Status. Any absence from duty for which no compensation is paid; a nonpay status may be either furlough, leave without pay, or absence without leave.
- Sick Leave. An authorized absence in a pay status due to illness or injury, pregnancy and confinement, exposure to contagious disease, or to obtain medical or dental examination or treatment.
- Terminal Leave. Leave granted prior to separation from the Federal Service without a return to duty.

Annual Leave

Annual leave is paid leave which is normally requested in advance by the employee.

Accruing Annual Leave. — Full time employees earn annual leave as follows: less than 3 years of creditable service, 13 days a year; more than 3 but less than 15 years of service, 20 days a year; 15 or more years of service, 26 days a year.

Employees may accumulate annual leave up to 30 days (except that employees who had leave credits in excess of 30 days in 1952, or those entitled to an increase in maximum leave accumulation due to overseas employment, are permitted to retain the excess until used). Employees are given a lump sum payment for annual leave not to exceed 30 days (or the number of days carried over at the beginning of the leave year) when separated from Federal service.

Granting Annual Leave. — Annual leave is a privilege afforded by law, so that employees may have an opportunity for recreation and personal projects. Annual leave should be scheduled with due consideration to the needs of the activity. Supervisors should maintain a liberal leave policy in circumstances such as death or illness in the employee's immediate family, religious observances, and attendance at conventions of which employees are members. Supervisors should also avoid conveying the impression that the non-use of leave is in itself, desirable or commendable.

The granting of annual leave should not be restricted to the extent that an employee must forfeit earned leave because of the restrictions on leave accumulation. Proper attention to scheduling and timely notification of leave accruals, should minimize disruption of operation caused by large numbers of employees taking leave at the end of the year to avoid forfeitures.

Leave Prior to Separation. — Prior to separation or resignation, except in emergency instances, which must be documented, it is the practice of the Navy to permit employees to use all current accrued annual leave for which they cannot be paid a lump-sum payment (terminal leave).

Requiring Use of Annual Leave. — Employees may be placed on annual leave with or without their consent when it is deemed expedient to do so for administrative reasons. This does not apply to a personal disciplinary type situation when the employee is ready, willing, and able to work, in which case suspension procedures apply. The following are examples in which an employee may be required to use annual leave subject to advance notice.

- Equipment breakdown, power failure, etc.
- Transportation strikes.

- Storms, floods, and other natural phenomena.
- Temporary reduction in workload.
- To reduce annual leave accumulations.

In cases of interrupted or suspended operations, employees who cannot be assigned to other work are required to use annual leave in all cases where 24 hours' advance notice can be given.

When such situations develop too late to give 24 hours' advance notice, employees who cannot be assigned to other work are required to use annual leave only if notice can be given before the end of their shift immediately preceding the one in which they are to be placed on leave. Such involuntary leave may not exceed five days in any leave year.

In such situations when neither 24 hours' notice nor notice before the end of the immediately preceding shift is possible, employees who cannot be assigned to other work are to be excused administratively. In other words, when employees are prevented from working by circumstances arising after the end of the immediately preceding shift, they must be excused in all instances with no charge to leave.

The foregoing applies only to conditions which cannot reasonably be foreseen; e.g., power or equipment failure, and weather conditions affecting only certain kinds of work but not the activity as a whole. Circumstances such as reduction of leave accumulations for budgetary reasons, et cetera, are not considered "unforeseen."

- When employees who would be required to use leave have no annual leave available, they are granted leave without pay if they request it. If they do not request leave without pay they are furloughed.
- Except for unforeseeable circumstances, a 30-day notice period must be observed in furloughing employees. Furloughs of 30 or more days are subject to the reduction-in-force regulations. (RIF regulations are not, of course, applicable to military furlough).
- Advance notice is not required when furlough is necessary because of unforeseeable circumstances such as sudden breakdowns of equipment, acts of God, or emergencies requiring immediate curtailment of activities. Lack of funds is not an "unforeseeable circumstance" in this context.

Sick Leave

Sick leave is paid leave authorized for periods of incapacitation or to obtain medical care or treatment. Such leave not to exceed 30 days may be advanced in case of serious illness or injury except that sick leave is not ordinarily advanced in maternity cases.

Accruing Sick Leave.—All full time employees earn 13 days of sick leave a year. There is no limit on the amount of sick leave that may be accumulated.

Granting Sick Leave.—Sick leave must be granted to employees when they are incapacitated for the performance of their duties by sickness, injury; pregnancy and confinement; for medical, dental, or optical examination or treatment; when a member of the immediate family of the employee is afflicted with a contagious disease and requires the care and attendance of the employee; or when due to exposure to contagious disease the presence of the employee on his job would jeopardize the health of others. Absence of more than 3 consecutive work days must ordinarily be supported by a medical certificate, to be filed within 15 days after return to duty. In lieu of a medical certificate, the employee's signed statement explaining the nature of his illness may be accepted when it is unreasonable to require a medical certificate because of a shortage of physicians, the remoteness of the location, or because the illness did not require the services of a physician.

Sick leave, if available, must be granted disabled veterans for the purpose of receiving medical treatment or making appointments. If such leave is not available, annual leave or LWOP is granted.

If an employee is to be separated on disability retirement or separation-disability, the employee must be granted all sick leave to his credit prior to separation.

Leave Without Pay

Leave without pay is a temporary nonpay status and absence from duty, granted upon an employee's request. The authorization of leave without pay is a matter of administrative discretion. An employee cannot demand that he be granted leave without pay as a matter of right, except in the case of disabled veterans covered under Excutive Order 5396, 17 July 1930, and reservist and National Guardsmen, who are entitled to leave without pay if necessary to perform military training duties.

Granting Extended LWOP.—As a basic condition to approval of extended leave without pay, there should be a reasonable expectation that the employee will return to duty at the end of the approved period. In addition, it should be apparent that at least one of the following benefits may be expected to result:

- Improved performance capability.

- Protection or improvement of employee's health.

- Retention of a desirable employee.

Each request for leave without pay should be scrutinized to determine whether the value to the activity or the serious needs of the employee really offset the expense and inconvenience involved, such as:

- Encumbrance of a position.
- Loss of needed services.
- Complication of reduction-in-force registers.
- Obligation to provide employment at the end of the leave period.
- Credit of 6 months in each year toward retirement.
- Eligibility for continued coverage under the Group Life Insurance and Health Benefits program.

The following (not necessarily all-inclusive) are examples of cases in which extended leave without pay might properly be approved. (Department of the Navy policy with respect to specific types of cases is stated where applicable.)

- For educational purposes when the course of study or research is related to the work of the activity and its completion would be in the activity's best interests.
- For the purpose of recovery from illness or disability not of a permanent or disqualifying nature, when continued employment or immediate return to employment would threaten impairment of the employee's health or the health of other employees.

- For the purpose of protecting employee status in the following circumstances:

1. Pending final action by the Civil Service Commission on claims for disability retirement after all sick and excess annual leave has been exhausted. It is the policy of the Department of the Navy that, without exception, LWOP shall be granted in these situations.
2. Pending final action by the Bureau of Employees' Compensation on employment-connected injury or disease.
    a. An employee who is injured on the job may elect to be placed on sick or annual leave or to file an immediate claim for disability compensation. In the latter event he must be in a nonpay status for a 3-day waiting period, for which he must be granted LWOP.
    b. If, in the circumstances described above, the claim for disability compensation is disallowed, the period of LWOP may be retroactively converted to sick leave or annual leave.
3. An employee who is receiving injury compensation from the Bureau of Employees' Compensation may be carried on LWOP for a period not to exceed 4 years.
    a. When an employee receiving such compensation has not returned to duty after 3 years, the activity should request advice from the Bureau of Employees' Compensation as to the classification of the disability. If the Bureau of Employee's Compensation classifies the disability as permanent or total, action should be initiated for disability separation or disability retirement.
    b. If the Bureau of Employees' Compensation does not classify the disability as permanent or total, the employee should be continued as LWOP for an additional year, at the end of which time action should be taken to separate or retire the employee for disability.

- Employees who are dependents of military personnel are granted up to 90 days of leave without pay before separation incident to the transfer of dependents' sponsors as discussed previously under "Transfers."

Mandatory Leave Without Pay for Disabled Veterans in Certain Circumstances.—Disabled veterans are entitled to leave without pay, if necessary, for medical treatment under Executive Order 5396, quoted below:

> "With respect to medical treatment of disabled veterans who are employed in the executive civil service of the United States, it is hereby ordered that, upon presentation of an official statement from duly constituted medical authority that medical treatment is required, such annual or sick leave as may be permitted by law and such leave without pay as may be necessary shall be granted by the proper supervisory officer to a disabled veteran in order that the veteran may receive such treatment, all without penalty in his efficiency rating.
>
> "The granting of such leave is contingent upon the veteran's giving prior notice of definite days and hours of absence required for medical treatment in order that arrangements may be made for carrying on the work during his absence."

Types of Nonpay Status

The major types of nonpay status are LWOP, furlough, military furlough, and absence without leave. The distinctions between leave without pay and other types of nonpay status are as follows:

- Permissive nature of LWOP. Since LWOP is defined as a nonpay status granted at the request of an employee, if follows in general that an employee may not be placed on LWOP (as distinguished from unauthorized absence, or furlough) without his consent. The following circumstances do not constitute LWOP without employee's consent:

1. When leave (annual or sick) has been requested and approved and the employee has no leave to his credit, conversion to LWOP is not LWOP without the employee's consent.
2. LWOP pending action on claim for disability retirement, when all sick and excess annual leave have been exhausted, and the employee is unable to work. It is preferable, however, that the employee execute Standard Form 71, Application for Leave, requesting LWOP.

- Furlough. The type of furlough sometimes confused with LWOP is that defined as temporary nonpay status and absence from duty required by the appointing officer because of lack of work or funds, for a period not to exceed one year, discussed in FPM 351. Since a furlough of less than 30 days is an adverse action, it is governed by adverse action procedures in FPM 752. Furloughs of 30 or more days are processed under RIF procedures.

- Military Furlough. Military furlough is a nonpay status but is not an adverse action. Military furlough is discussed in FPM 353.

- Absence Without Leave. This is the descriptive title for absence for which the employee did not obtain advance approval or for which his subsequent request has been disapproved. When an employee who is absent without prior approval fails to notify his supervisor or other appropriate person of the reason for his absence, he should be recorded as absent without leave. Upon his return, if the reason for the absence warrants, the time may be converted to annual leave, sick leave, or LWOP, as appropriate. If leave is disapproved, the time remains charged to absence without leave. The nonpay status resulting from charging time to AWOL is not in itself a disciplinary action. If it is desired to discipline the employee, the proper charge is unauthorized absence. The penalties for unauthorized absence and the use of the charge "excessive unauthorized absence" are stated in FPM 751 and 752.

Unexcused tardiness is one example of AWOL. When tardiness is neither excused, nor charged to leave or leave without pay, the employee is charged with AWOL for the exact amount of time he is AWOL rather than a minimum of one hour (CMMI 630.511-5, filed with FPM Supplement 990-2). Absence without leave is not leave; therefore the provision for a minimum charge of one hour (for leave) is not applicable. To charge one hour AWOL for tardiness of 10 minutes, for example, is tantamount to a 50-minute suspension.

SUMMARY

Separations from the Navy are determined, as to type and as to action required, not only by the conditions under which the separation takes place but also by the basic relationship of the individual to the Navy. This accounts for fundamental differences between the separation of officers, of enlisted personnel, and of civilians.

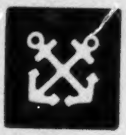
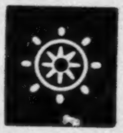
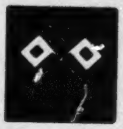
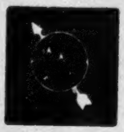
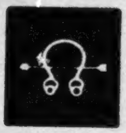
An officer, once commissioned, is in a status with relation to the Navy which normally remains in effect throughout his life, whether he is on active duty or not, unless terminated. If the type of termination merits either an honorable or a general discharge, the appropriate document is issued. Besides actions that terminate the officer's commissioned status, officer separations include the orders that release a reserve officer from active duty and those effecting retirement of both regulars and reservists. Both inactive and retired officers are subject to recall and are entitled to certain Navy benefits in addition to their retirement pay.

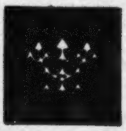
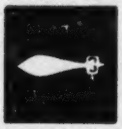
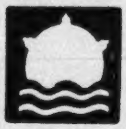
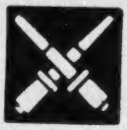
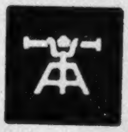
An enlistment in the Navy or the Naval Reserve is for a stated period, although circumstances may cause the period to be extended or shortened. Enlistments are terminated by one of several types of discharge. The type of discharge is determined by the quality of the individual's service and the circumstances connected with his discharge. An enlisted member of the Naval Reserve may be called to active duty or released to inactive duty without affecting his basic relationship to the Navy or the length of his period of enlistment. Enlisted personnel may retire or enter the Fleet Reserve when eligible, retaining certain rights as members of the Navy and remaining subject to recall.

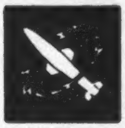
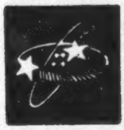
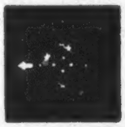
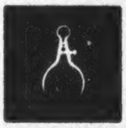
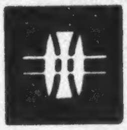
Separations of civilians from the Navy are governed by Civil Service regulations and CMMIs. In general, regulations and procedures are uniform for Civil Service personnel throughout the Government service. Civilian employees may retire, may transfer to another Government agency, or may be separated for any of several other reasons. These include reduction in force, resignation, termination of appointment, entrance into military service, separation for declining relocation or a new appointment, separation for inefficiency, removal, disqualification, and disability separation. Civilians who have been separated to enter military service have the right to return to their positions if they do so within the limits established by law. Other separations of civilians are generally total separations from the Navy (employees who transfer overseas or to an international organization listed in FPM 352 may have reemployment rights to their positions).

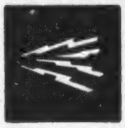
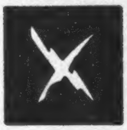
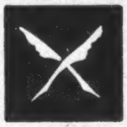
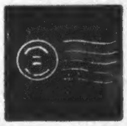
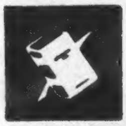
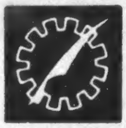
APPENDIX I

NAVY RATING INSIGNIA BY GROUPS

GENERAL RATINGS AND INSIGNIA	BRIEF DESCRIPTION OF FUNCTIONS
GROUP I – DECK	
BOATSWAIN'S MATE (BM) 	PERFORMS VARIOUS DECK DUTIES ABOARD SHIP; MAINTAINS RIGGING, GROUND TACKLE, CANVAS ARTICLES; SUPERVISES OPERATION AND MAINTENANCE OF SHIP'S BOATS; SUPERVISES WORKING AND DAMAGE CONTROL PARTIES; ACTS AS MEMBER OF GUN-CREW.
QUARTERMASTER (QM) 	PERFORMS SHIP CONTROL, NAVIGATION, AND BRIDGE WATCH DUTIES; CORRECTS CHARTS AND MAINTAINS NAVIGATION AIDS; STANDS WATCH AS ASSISTANT TO OFFICER OF THE DECK AND TO NAVIGATOR; SERVES AS STEERSMAN; SERVES AS PETTY OFFICER IN CHARGE OF YARD AND DISTRICT-TYPE CRAFT.
SIGNALMAN (SM) 	SENDS AND RECEIVES MESSAGES BY FLASHING LIGHT, SEMAPHORE, AND FLAGHOIST; PERFORMS DUTIES OF LOOKOUT; REPAIRS SIGNAL FLAGS, PENNANTS, AND ENSIGNS.
RADARMAN (RD) 	OPERATES, PERFORMS OPERATIONAL AND PREVENTIVE MAINTENANCE ON, AND LOCATES COMMON CIRCUIT FAILURES IN SURVEILLANCE AND ALTITUDE-DETERMINING RADARS, IFF, AND ECM EQUIPMENT TO WHICH ASSIGNED; RADIOTELPHONE AND ASSOCIATED EQUIPMENT; PERFORMS BASIC AND CONTROL FUNCTIONS IN CIC.
SONAR TECHNICIAN (ST) 	PROVIDES UNDERWATER DATA FOR OPERATIONAL USE; SUPERVISES USE AND UPKEEP OF SONAR EQUIPMENT; ORGANIZES ANTISUBMARINE (A/S) ATTACK TEAMS; TRAINS AND SUPERVISES PERSONNEL IN THEIR ASSIGNMENTS; EVALUATES TARGETS AND INTERPRETS OCEANOGRAPHIC DATA; EVALUATES EQUIPMENT OPERATION; LOCATES AND ANALYZES EQUIPMENT CASUALTIES AND MAKES REPAIRS AND ADJUSTMENTS; ALINES, MAINTAINS, AND REPAIRS SURFACE SHIP UNDERWATER FIRE CONTROL SYSTEMS.
ELECTRONICS WARFARE TECHNICIAN (EW) INSIGNIA BEING DEVELOPED	PERFORMS MAINTENANCE ON ESM AND ECM EQUIPMENT; EXTRACTS, INTERPRETS, AND APPLIES DATA FROM INTELLIGENCE DOCUMENTS; EVALUATES, INTERPRETS, AND DETERMINES EQUIPMENT CAPABILITIES AND LIMITATIONS; SUPERVISES PREPARATION OF EW REPORTS; SERVES AS ASSISTANT TO EWO.

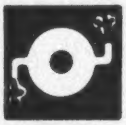
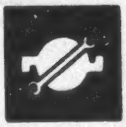
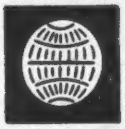
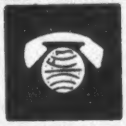
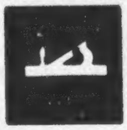
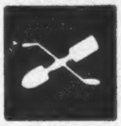
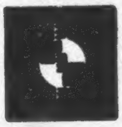
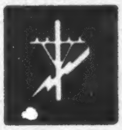
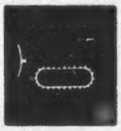
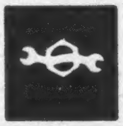
GENERAL RATINGS ANG INSIGNIA	BRIEF DESCRIPTION OF FUNCTIONS
GROUP I – DECK – Continued	
OCEAN SYSTEMS TECHNICIAN (OT) 	CONDUCTS SPECIAL OCEANOGRAPHIC STUDIES AS DIRECTED BY CNO.
GROUP II – ORDNANCE	
TORPEDOMAN'S MATE (TM) 	MAINTAINS, TESTS, REPAIRS, AND OVERHAULS TORPEDOES AND ASW ORDNANCE OTHER THAN MINES AND ANTISUBMARINE ROCKETS.
MINEMAN (MN) 	ASSEMBLES, TESTS, HANDLES, ISSUES, AND INSTALLS MINES AND DEPTH CHARGES ON THE LAYING AGENT.
GUNNER'S MATE (GM) 	OPERATES, MAINTAINS, AND REPAIRS GUIDED MISSILE LAUNCHING SYSTEMS, ROCKET LAUNCHERS, GUNS, GUN-MOUNTS, TURRETS, PROJECTORS, AND ASSOCIATED HANDLING EQUIPMENT; MAKES DETAILED CASUALTY ANALYSES OF, AND REPAIRS ELECTRICAL, ELECTRONIC, HYDRAULIC, AND MECHANICAL SYSTEMS; TESTS AND INSPECTS AMMUNITION AND MISSILES AND THEIR ORDNANCE COMPONENTS; TRAINS AND SUPERVISES PERSONNEL IN HANDLING AND STOWAGE OF AMMUNITION AND MISSILES; AND TRAINS AND SUPERVISES CREWS OF ASSIGNED ORDNANCE EQUIPMENT.
FIRE CONTROL TECHNICIAN (FT) 	MAINTAINS AND REPAIRS FIRE CONTROL SYSTEMS, INCLUDING FIRE CONTROL RADARS, WEAPONS DIRECTION SYSTEMS, TARGET DESIGNATION SYSTEMS, AND ELECTRO-HYDRAULIC FIRE CONTROL SERVOMECHANISMS; MAKES DETAILED MECHANICAL, ELECTRICAL, AND ELECTRONIC CASUALTY ANALYSES; OPERATES, TESTS, LUBRICATES, INSPECTS, CLEANS, ADJUSTS, AND CALIBRATES FIRE CONTROL COMPONENTS AND SYSTEMS; MAKES TESTS ON FIRE CONTROL SYSTEMS INCLUDING TRANSMISSION, COMPUTING, AND RATE; ALINES FIRE CONTROL SYSTEMS.

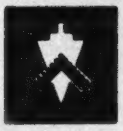
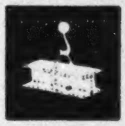
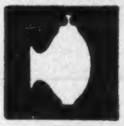
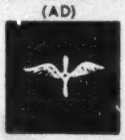
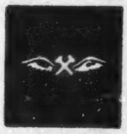
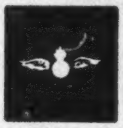
GENERAL RATINGS AND INSIGNIA	BRIEF DESCRIPTION OF FUNCTIONS
GROUP II – ORDNANCE – Continued	
MISSILE TECHNICIAN (MT) 	ASSEMBLES, TESTS, ALINES, TUNES, ADJUSTS, REPLACES, AND REPAIRS INTERNAL COMPONENTS AND SYSTEMS OF FLEET BALLISTIC MISSILES (EXCLUDING REPAIR OF MISSILE INTERNAL GUIDANCE PACKAGE) AND EXTERNAL HYDRAULIC PNEUMATIC SYSTEMS ASSOCIATED WITH MISSILE INTERNAL GUIDANCE AND CONTROL; OPERATES, TESTS, ADJUSTS, ALINES, TUNES, CALIBRATES, AND REPAIRS MISSILE TEST EQUIPMENT; TESTS AND REPAIRS MISSILE SECTIONS AND COMPONENTS AND ASSOCIATED TEST EQUIPMENT; HANDLES AND STOWS MISSILE COMPONENTS; AND MAINTAINS LOGS AND EQUIPMENT HISTORIES.
GROUP III – ELECTRONICS	
ELECTRONICS TECHNICIAN (ET) 	MAINTAINS, REPAIRS, CALIBRATES, TUNES, AND ADJUSTS ALL ELECTRONIC MATERIAL USED FOR COMMUNICATION, DETECTION AND TRACKING, RECOGNITION AND IDENTIFICATIONS, AIDS TO NAVIGATION, AND ELECTRONIC COUNTERMEASURES. (EXCEPTIONS: AIRBORNE EQUIPMENT, WEAPON-CONTROL EQUIPMENT, INTERIOR COMMUNICATIONS SYSTEMS, AND TELETYPEWRITER MACHINES.)
DATA SYSTEMS TECHNICIAN (DS) 	MAINTAINS ELECTRONIC DIGITAL DATA SYSTEMS AND EQUIPMENT; INSPECTS, TESTS, CALIBRATES, AND REPAIRS COMPUTERS, VIDEO PROCESSORS, TAPE UNITS, BUFFERS, KEY SETS, DIGITAL DISPLAY EQUIPMENT, DATA LINK TERMINAL SETS, AND RELATED EQUIPMENT; AND TESTS AND MAINTAINS TEST EQUIPMENT.
GROUP IV – PRECISION EQUIPMENT	
INSTRUMENTMAN (IM) 	ADJUSTS, REPAIRS, AND RECONDITIONS MECHANICAL INSTRUMENTS, OFFICE MACHINES, GAGES, AND WATCHES; SETS JEWELS IN INSTRUMENTS, WATCHES, AND CLOCKS; REPAIRS MECHANICAL PARTS OF ELECTRICAL INSTRUMENTS.
OPTICALMAN (OM) 	OVERHAULS, REPAIRS, AND ADJUSTS OPTICAL EQUIPMENT.

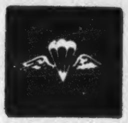
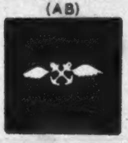
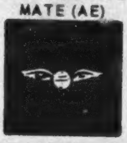
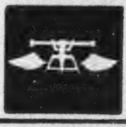
GENERAL RATINGS AND INSIGNIA	BRIEF DESCRIPTION OF FUNCTIONS
GROUP V – ADMINISTRATIVE AND CLERICAL	
RADIOMAN (RM) 	TRANSMITS, RECEIVES, LOGS, ROUTES, FILES, AND MAINTAINS SECURITY OF MESSAGES; ADVISES ON CAPABILITIES, LIMITATIONS, AND CONDITION OF ASSIGNED EQUIPMENT; OPERATES TYPEWRITER AND TELETYPEWRITER; TUNES RADIO TRANSMITTERS AND RECEIVERS; PERFORMS OPERATIONAL AND PREVENTIVE MAINTENANCE ON ASSIGNED COMMUNICATIONS EQUIPMENT.
COMMUNICATIONS TECHNICIAN (CT) 	PERFORMS, UNDER CNO (DNC), SPECIAL COMMUNICATION DUTIES.
YEOMAN (YN) 	PERFORMS CLERICAL, ADMINISTRATIVE, AND SECRETARIAL DUTIES ASHORE AND AFLOAT; OPERATES DUPLICATING AND AUDIO-RECORDING EQUIPMENT; SERVES AS REPORTER FOR COURTS-MARTIAL AND FACT-FINDING BODIES. PERSONNEL IN HIGHER PAYGRADES ACT AS OFFICE MANAGERS.
POSTAL CLERK (PC) 	OPERATES NAVY POST OFFICES, PERFORMING POSTAL COUNTER WORK, PROCESSING MAIL AND MAINTAINING DIRECTORIES AND POSTAL EQUIPMENT; PREPARES AND FILES CORRESPONDENCE; ESTABLISHES OR DISESTABLISHES A NAVY POST OFFICE.
PERSONNELMAN (PN) 	PERFORMS ENLISTED PERSONNEL ADMINISTRATION DUTIES; COUNSELS ENLISTED PERSONNEL; CONDUCTS TESTS AND INTERVIEWS; MAINTAINS PUBLICATIONS REGARDING ENLISTED ADMINISTRATION AND CONDUCTS ORGANIZATIONAL AND OCCUPATIONAL ANALYSIS STUDIES.
DATA PROCESSING TECHNICIAN (DP) 	SETS UP AND OPERATES ALL TYPES OF ELECTRICAL AND ELECTRONIC DATA PROCESSING EQUIPMENT FOR ACCOUNTING AND STATISTICAL PURPOSES, RECORDING AND PROCESSING INCOMING SOURCE DATA, AND MAKING ROUTINE AND SPECIAL REPORTS AS REQUIRED; IS THOROUGHLY FAMILIAR WITH APPROVED DATA PROCESSING APPLICATIONS; IN HIGHER PAY GRADES IS THOROUGHLY FAMILIAR WITH APPROVED ADMINISTRATIVE AND MANAGEMENT FUNCTIONS PECULIAR TO DATA PROCESSING OFFICES OR INSTALLATIONS.

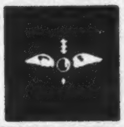
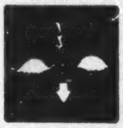
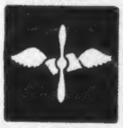
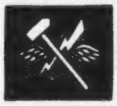
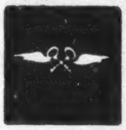
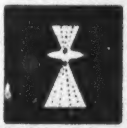
GENERAL RATINGS AND INSIGNIA	BRIEF DESCRIPTION OF FUNCTIONS
GROUP V – ADMINISTRATIVE AND CLERICAL – Continued	
STOREKEEPER (SK)	PERFORMS CLERICAL AND MANUAL DUTIES IN SUPPLY DEPARTMENT RELATING TO PROCUREMENT, STOWAGE, PRESERVATION, PACKAGING, AND ISSUANCE OF SUPPLIES OF ALL KINDS (EXCLUSIVE OF AVIATION EQUIPAGE, SUPPLIES, AND MATERIALS).
DISBURSING CLERK (DK)	PERFORMS CLERICAL DUTIES RELATIVE TO MILITARY PAY RECORDS, PAYROLL CERTIFICATION SHEETS, MONEY LISTS, PUBLIC VOUCHERS, TRANSPORTATION REQUESTS, MEAL TICKETS, ALLOTMENTS, ALLOWANCES, SAVING DEPOSITS, AND RETURNS IN DISBURSING BRANCH OF SUPPLY DEPARTMENT.
COMMISSARYMAN (CS)	SERVES AS COOK AND BAKER FOR THE GENERAL MESS AFLOAT AND ASHORE; WRITES MENUS; PREPARES FOOD; ASSISTS IN ORDERING SUBSISTENCE ITEMS; MAINTAINS CLEANLINESS AND SANITATION OF GALLEY, BAKESHOP, FOOD PREPARATION, FOOD SERVICE, AND REFRIGERATED SPACES, AND SUBSISTENCE ISSUE ROOMS; MAINTAINS COST ACCOUNTS; MAY SERVE AS COMMISSARY STORE MEATCUTTER.
SHIP'S SERVICEMAN (SH)	OPERATES AND MANAGES RESALE ACTIVITIES SUCH AS SHIP'S STORES, COMMISSARY STORES, AND NAVY EXCHANGES; SPECIALIZES AS BARBER, COBBLER, LAUNDRYMAN, TAILOR, OR STORE CLERK IN PAYGRADES E-4 AND E-5. IN PAYGRADES E-6 THROUGH E-9, MANAGES SHIP'S STORE OR NAVY EXCHANGE.
JOURNALIST (JO)	ASSISTS PUBLIC AFFAIRS OFFICERS AND OFFICERS IN COMMAND WITH PUBLIC AFFAIRS; PREPARES MATERIAL FOR FHTNC; WRITES NAVY NEWS STORIES AND FEATURE ARTICLES; TAKES AND PROCESSES NEWS PHOTOGRAPHS; COORDINATES SPECIAL EVENTS; PREPARES HISTORIES; PREPARES MATERIAL FOR RADIO/TV; SERVES ON STAFF OF AFRT STATIONS; PREPARES OFFICIAL CORRESPONDENCE AND DIRECTIVES; PREPARES AND LAYS OUT NAVY PUBLICATIONS; ASSISTS IN PREPARING SPEECHES AND PRESENTATIONS.

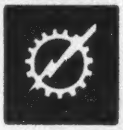
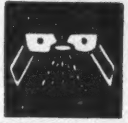
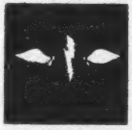
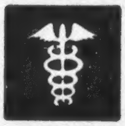
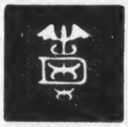
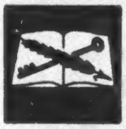
GENERAL RATINGS AND INSIGNIA	BRIEF DESCRIPTION OF FUNCTIONS
GROUP VI – MISCELLANEOUS	
LITHOGRAPHER (LI)	PERFORMS ALL FUNCTIONS CONCERNED WITH OFFSET LITHOGRAPHIC WORK AND LETTER PRESS PRINTING.
ILLUSTRATOR DRAFTSMAN (DM)	DESIGNS AND PREPARES ILLUSTRATIONS FOR PRESENTATION AND REPRODUCTION; PRODUCES SIGNS, POSTERS, CHARTS, GRAPHS, AND TRAINING AIDS; REPRODUCES ART COPY BY THE SILK-SCREEN METHOD; ENLARGES AND REDUCES DRAWINGS; PREPARES, CORRECTS, EDITS, AND FILES MECHANICAL, ELECTRICAL, ELECTRONIC, AND MACHINE DRAWINGS; CUTS, LAYS OUT, AND MOUNTS PHOTOGRAPHS.
MUSICIAN (MU)	SERVES AS MEMBER OF BANDS OR ORCHESTRAS; PLAYS ONE OR MORE MUSICAL INSTRUMENTS AND PERFORMS OTHER MUSICAL SKILLS.
GROUP VII – ENGINEERING AND HULL	
MACHINIST'S MATE (MM)	OPERATES, MAINTAINS, AND REPAIRS SHIP'S STEAM-PROPULSION AND AUXILIARY EQUIPMENT, OUTSIDE MACHINERY, AND REFRIGERATION AND AIR-CONDITIONING EQUIPMENT.
ENGINEMAN (EN)	OPERATES, MAINTAINS, AND REPAIRS INTERNAL-COMBUSTION ENGINES AND AUXILIARIES.
MACHINERY REPAIRMAN (MR)	MAKES SHOP REPAIRS ON SHIPBOARD MACHINERY, USING PRECISION MACHINES AND HAND TOOLS.

GENERAL RATINGS AND INSIGNIA	BRIEF DESCRIPTION OF FUNCTIONS
GROUP VII – ENGINEERING AND HULL – Continued	
BOILERMAN (BT) 	OPERATES AND REPAIRS MARINE BOILERS AND FIREROOM MACHINERY; TRANSFERS, TESTS, AND TAKES INVENTORY OF FUELS AND WATER.
BOILERMAKER (BR) 	TESTS, MAINTAINS, AND REPAIRS MARINE BOILERS AND HEAT EXCHANGERS; PERFORMS ELECTRIC ARC AND OXYACETYLENE WELDING.
ELECTRICIAN'S MATE (EM) 	MAINTAINS AND REPAIRS POWER AND LIGHTING CIRCUITS, DISTRIBUTION SWITCHBOARDS, GENERATORS, MOTORS, AND OTHER ELECTRICAL EQUIPMENT.
INTERIOR COMMUNICATIONS ELECTRICIAN (IC) 	MAINTAINS AND REPAIRS SHIPBOARD INTERIOR COMMUNICATIONS (IC) SYSTEMS AND GYROCOMPASS SYSTEMS.
PATTERNMAKER (PM) 	MAKES WOODEN, PLASTER, AND METAL PATTERNS, CORE BOXES, AND FLASKS USED BY MOLDERS IN A NAVY FOUNDRY.
MOLDER (ML) 	OPERATES FOUNDRIES ABOARD SHIP AND AT SHORE STATIONS; MAKES MOLDS AND CORES, RIGS FLASKS, PREPARES, HEATS AND POURS CASTINGS OF FERROUS, NONFERROUS, AND ALLOY METALS; CLEANS CASTINGS; POURS BEARINGS.
GROUP VII – ENGINEERING AND HULL – Continued	
HULL MAINTENANCE TECHNICIAN (HT) INSIGNIA BEING DEVELOPED	PLANS, SUPERVISES, AND PERFORMS TASKS NECESSARY FOR FABRICATION, INSTALLATION, AND REPAIR OF ALL TYPES OF SHIPBOARD STRUCTURES, PLUMBING, AND PIPING SYSTEMS; QUALIFIES IN THE TECHNIQUES, SKILLS, AND USE OF DAMAGE CONTROL, NUCLEAR, BIOLOGICAL AND CHEMICAL (NBC) DEFENSE, CHEMICAL, BIOLOGICAL AND RADIOLOGICAL (CBR) DEFENSE, AND FIREFIGHTING; ORGANIZES, SUPERVISES AND TRAINS PERSONNEL IN MAINTENANCE, HULL REPAIR, NBC DEFENSE, CBR DEFENSE, AND DAMAGE CONTROL DUTIES; SUPERVISES AND PERFORMS TASKS IN PROCUREMENT AND ISSUANCE OF SUPPLIES AND REPAIR PARTS; INSTRUCTS PERSONNEL AND ENFORCES SAFETY AND SECURITY PRECAUTIONS; PREPARES RECORDS AND REPORTS.
GROUP VIII – CONSTRUCTION	
ENGINEERING AID (EA) 	PERFORMS TASKS IN SURVEYING, ENGINEERING DRAWING, PLANNING AND ESTIMATING, AND MATERIALS TESTING; SUPERVISES PERFORMANCE OF ABOVE TASKS.
CONSTRUCTION ELECTRICIAN (CE) 	PLANS, SUPERVISES, AND PERFORMS TASKS REQUIRED TO INSTALL, OPERATE, SERVICE, AND OVERHAUL ELECTRICAL GENERATING AND DISTRIBUTION SYSTEMS; INTERIOR, OVERHEAD, AND UNDERGROUND WIRING SYSTEMS; AND WIRE COMMUNICATION SYSTEMS.
EQUIPMENT OPERATOR (EO) 	PLANS, SUPERVISES, AND PERFORMS TASKS INVOLVING THE EMPLOYMENT OF AUTOMOTIVE, MATERIALS-HANDLING, AND CONSTRUCTION EQUIPMENT.
CONSTRUCTION MECHANIC (CM) 	SCHEDULES, OVERSEES, AND PERFORMS TASKS INVOLVING THE MAINTENANCE, REPAIR, AND OVERHAUL OF AUTOMOTIVE, MATERIALS-HANDLING, AND CONSTRUCTION EQUIPMENT.

GENERAL RATINGS AND INSIGNIA	BRIEF DESCRIPTION OF FUNCTIONS
GROUP VIII – CONSTRUCTION – Continued	
BUILDER (BU) 	PLANS, SUPERVISES, AND PERFORMS TASKS REQUIRED FOR THE CONSTRUCTION, MAINTENANCE, AND REPAIR OF WOOD, CONCRETE, AND MASONRY STRUCTURES, CONCRETE PAVEMENT, AND WATERFRONT STRUCTURES.
STEELWORKER (SW) 	PLANS, SUPERVISES, AND PERFORMS TASKS RELATED TO THE FABRICATION, ERECTION, AND DISMANTLING OF METAL AND METAL-GIRDED STRUCTURES; CUTS, FORMS, BRAZES, AND WELDS FERROUS AND NONFERROUS METALS AND SHEET METAL; INSTALLS SHEET METAL DUCTS AND REINFORCING STEEL.
UTILITIES MAN (UT) 	PLANS, SUPERVISES, AND PERFORMS TASKS INVOLVED IN THE INSTALLATION, MAINTENANCE, AND REPAIR OF HEATING SYSTEMS, WATER TREATMENT AND DISTRIBUTION SYSTEMS, AIR CONDITIONING AND REFRIGERATION EQUIPMENT, AND SEWAGE DISPOSAL FACILITIES.
GROUP IX – AVIATION	
AVIATION MACHINIST'S MATE (AD) 	INSPECTS AND MAINTAINS POWERPLANTS AND POWERPLANT RELATED SYSTEMS AND EQUIPMENT IN AIRCRAFT WITH RECIPROCATING OR JET ENGINES.
AVIATION STRUCTURAL MECHANIC (AM) 	INSPECTS, MAINTAINS, AND REPAIRS AIRCRAFT AIRFRAME AND STRUCTURAL COMPONENTS AND SURFACES; MAINTAINS HYDRAULIC AND PNEUMATIC CONTROL AND ACTUATING SYSTEMS AND MECHANISMS, AIR CONDITIONING, PRESSURIZATION, VISUAL IMPROVEMENT, AND OXYGEN SYSTEMS; MAINTAINS EJECTION AND OTHER SAFETY EQUIPMENT; FABRICATES METALLIC AND NON-METALLIC MATERIALS; SUPERVISES OPERATION OF AIRFRAME SHOPS.
AVIATION ORDNANCEMAN (AO) 	INSPECTS, MAINTAINS, AND REPAIRS ALL AIRCRAFT ARMAMENT EQUIPMENT AND AVIATION ORDNANCE EQUIPMENT; MAINTAINS, ASSEMBLES, LOADS, AND FUZES AVIATION MUNITIONS; LOADS, NUCLEAR WEAPONS AND AERIAL MINES AND TORPEDOES; ASSEMBLES, TESTS, LOADS. AND MAINTAINS AIR-LAUNCHED GUIDED MISSILES; OPERATES SMALL ARMS RANGES; SUPERVISES OPERATION OF AVIATION ORDNANCE SHOPS, ARMORIES, AND AVIATION MUNITIONS STORAGE FACILITIES.

GENERAL RATINGS AND INSIGNIA	BRIEF DESCRIPTION OF FUNCTIONS
GROUP IX – AVIATION – Continued	
AIRCREW SURVIVAL EQUIPMENTMAN (PR) 	INSPECTS, MAINTAINS, AND REPAIRS PARACHUTES, SURVIVAL EQUIPMENT, AND FLIGHT AND PROTECTIVE CLOTHING AND EQUIPMENT; PACKS AND RIGS PARACHUTES; PACKS AND EQUIPS LIFERAFTS; REPAIRS AND TEXTS OXYGEN REGULATORS AND LIQUID OXYGEN CONVERTERS; FITS AND MAINTAINS OXYGEN MASKS; OPERATES AND REPAIRS SEWING MACHINES; TESTS SAFETY BELTS AND SHOULDER HARNESSES; SUPERVISES OPERATION OF PARACHUTE LOFTS.
AVIATION BOATSWAIN'S MATE (AB) 	OPERATES, MAINTAINS, AND REPAIRS AIRCRAFT CATAPULTS, ARRESTING GEAR, AND GASOLINE AND OIL TRANSFER SYSTEMS; HANDLES AIRCRAFT ON CARRIERS, SEAPLANE RAMPS, AND IN ANCHORAGES; PERFORMS DECK SEAMANSHIP; OPERATES AND SERVICES AIRCRAFT CRASH, FIREFIGHTING, AND RESCUE EQUIPMENT.
AVIATION ELECTRICIAN'S MATE (AE) 	PERFORMS LINE AND SHOP MAINTENANCE; REPAIRS, ADJUSTS, AND INSTALLS AIRCRAFT ELECTRICAL EQUIPMENT AND AIRCRAFT INSTRUMENTS.
AVIATION ELECTRONICS TECHNICIAN (AT) 	INSPECTS AND MAINTAINS AVIATION ELECTRONIC EQUIPMENT (EXCEPT ASW EQUIPMENT) INCLUDING DETECTION, RECONNAISSANCE, IDENTIFICATION, COMMUNICATION, NAVIGATION, DISPLAY, AND SPECIAL PURPOSE EQUIPMENT; TARGET DRONE AND PILOTLESS AIRCRAFT EQUIPMENT; OPERATES AIRBORNE CIC EQUIPMENT.
AVIATION FIRE CONTROL TECHNICIAN (AQ) 	INSPECTS AND MAINTAINS AIRCRAFT FIRE CONTROL AND BOMB DIRECTOR SYSTEMS; ARMAMENT CONTROL RADARS, COMPUTERS, COMPUTING SIGHTS, GYROSCOPES, PERISCOPES; TEST EQUIPMENT; AND AIR-LAUNCHED GUIDED-MISSILE TEST EQUIPMENT.
AIR CONTROLMAN (AC) 	PERFORMS AIR TRAFFIC CONTROL DUTIES IN AIR CONTROL TOWERS, RADAR AIR TRAFFIC CONTROL CENTERS, CONTROLLED APPROACH UNITS, AND AIR OPERATIONS OFFICES ASHORE AND AFLOAT; OPERATES RADIOTELEPHONES, LIGHT SIGNALS AND SYSTEMS; OPERATES SURVELLAND AND HEIGHT-FINDING RADARS, DIRECTION FINDING AND IDENTIFICATION EQUIPMENT; ASSISTS PILOTS IN PREPARING AND PROCESSING FLIGHT PLANS AND CLEARANCES.

GENERAL RATINGS AND INSIGNIA	BRIEF DESCRIPTION OF FUNCTIONS
GROUP IX - AVIATION - Continued	
AEROGRAPHER'S MATE (AG) 	COLLECTS, RECORDS, AND ANALYZES AEROLOGICAL AND SEA CONDITION DATA; INTERPRETS WEATHER CODES AND ENTERS DATA ON APPROPRIATE CHARTS; FORECASTS WEATHER FROM OBSERVATIONS.
AVIATION ANTISUBMARINE WARFARE TECHNICIAN (AX) 	INSPECTS AND MAINTAINS AVIATION ANTISUBMARINE WARFARE SYSTEMS AND EQUIPMENT, INCLUDING THOSE RELATED TO MAGNETIC ANOMALY DETECTION, LONG AND SHORT RANGE UNDERWATER DETECTION, NUCLEI DETECTION, INTEGRATED DISPLAYS, AND ASSOCIATED ASW EQUIPMENT; AND TESTS AND MAINTAINS TEST EQUIPMENT.
AVIATION MAINTENANCE ADMINISTRATIONMAN (AZ) 	PERFORMS ADMINISTRATIVE, MANAGEMENT, AND CLERICAL DUTIES REQUIRED IN IMPLEMENTING AND SUPPORTING THE NAVAL AIRCRAFT MAINTENANCE PROGRAM; PLANS, SCEDULES, AND COORDINATES THE AIRCRAFT MAINTENANCE WORKLOAD; SCHEDULES SPECIAL AND PERIODIC AIRCRAFT INSPECTIONS AND INCORPORATION OF CHANGES AND MODIFICATIONS TO AIRCRAFT AND EQUIPMENT.
AVIATION SUPPORT EQUIPMENT TECHNICIAN (AS) 	SERVICES, TESTS, AND PERFORMS INTERMEDIATE LEVEL MAINTENANCE AND REPAIR OF AVIATION SUPPORT EQUIPMENT AND ASSOCIATED COMPONENTS AND SYSTEMS, INCLUDING GASOLINE AND DIESEL ENGINES, HYDRAULIC AND PNEUMATIC SYSTEMS, GAS TURBINE COMPRESSOR UNITS, POWER GENERATING EQUIPMENT, LIQUID AND GASEOUS OXYGEN AND NITROGEN SERVICING EQUIPMENT, AND AIR CONDITIONING SYSTEMS, BUT EXCLUDING AVIONICS SUPPORT EQUIPMENT; PERFORMS STRUCTURAL AND BODY REPAIR AND PAINTING AND MAINTENANCE INSPECTIONS OF AVIATION SUPPORT EQUIPMENT; AND PROVIDES TRAINING IN ITS OPERATION AND SERVICING.
AVIATION STOREKEEPER (AK) 	RECEIVES, IDENTIFIES, STORES, AND ISSUES AVIATION SUPPLIES, SPARE PARTS, AND STOCKS OF TECHNICAL AVIATION ITEMS; ENSURES REQUIRED PROTECTIVE MEASURES; MAKES INVENTORIES; PREPARES AND MAINTAINS RECORDS OF AVIATION EQUIPMENT AND MATERIALS.
PHOTOGRAPHER'S MATE (PH) 	PERFORMS ALL PHASES OF PHOTOGRAPHIC WORK REQUIRED BY THE NAVAL SERVICE.

GENERAL RATINGS AND INSIGNIA	BRIEF DESCRIPTION OF FUNCTIONS
GROUP IX - AVIATION - Continued	
TRADEVMAN (TD) 	OPERATES, MAINTAINS, REPAIRS, AND INSTALLS TRAINING DEVICES; TEACHES PERSONNEL THROUGH LECTURES, MOVIES, AND INDIVIDUAL INSTRUCTION, USING DEVICES TO SIMULATE OPERATING CONDITIONS.
PHOTOGRAPHIC INTELLIGENCEMAN (PT) 	MAINTAINS AND PROCESSES DATA ASSOCIATED WITH AIR/PHOTO INTELLIGENCE; INDEXES AND SCREENS PHOTOGRAPHY; MAINTAINS AIR/PHOTO INTELLIGENCE FILES; PREPARES GRAPHICS; EXTRACTS INTELLIGENCE FROM AERIAL, GROUND, AND RADARSCOPE PHOTOGRAPHY; PREPARES AIR/PHOTO INTELLIGENCE REPORTS; ASSISTS IN BRIEFING AND IN PREPARING FLIGHT PLANNING.
AVIATION ANTISUBMARINE WARFARE OPERATOR (AW) 	ADJUSTS AND OPERATES AIRCRAFT ANTISUBMARINE WARFARE SYSTEMS AND EQUIPMENT; PERFORMS AS FLIGHT CREW MEMBER TO EXTRACT AND APPLY DATA OBTAINED FROM ASW SENSORS; PERFORMS ORGANIZATION LEVEL MAINTENANCE IN THE AIRCRAFT; SERVICES, REMOVES, INSTALLS, TESTS, AND ADJUSTS COMPONENTS.
GROUP X - MEDICAL	
HOSPITAL CORPSMAN (HM) 	PERFORMS NUMEROUS TYPES OF MEDICAL AND CLERICAL DUTIES IN THE HOSPITAL CORPS; MAY BE TRAINED TO PERFORM SPECIALIZED DUTIES SUCH AS IN THE OPERATING ROOM; CLINICAL LABORATORY, X-RAY ROOM; MAY SERVE ON SMALL SHIPS PERFORMING THE DUTIES OF MEDICAL DEPARTMENT WITHIN THE LIMITATIONS OF HIS PROFESSIONAL COMPETENCE.
GROUP XI - DENTAL	
DENTAL TECHNICIAN (DT) 	PERFORMS DENTAL, CLINCIAL, AND ADMINISTRATIVE DUTIES FOR DENTAL OFFICES; MAY BE TRAINED IN DENTAL PROSTHETIC LABORATORY TECHNIQUES AND MAINTENANCE AND REPAIR OF DENTAL EQUIPMENT.
GROUP XII - STEWARD	
STEWARD (SD) 	OPERATES AND MANAGES COMMISSIONED OFFICERS' MESSES; COOKS, BAKES, AND SERVES MEALS; PREPARES MENUS, ESTIMATES QUANTITIES, ORDERS, AND STOWS SUBSISTENCE ITEMS; MAINTAINS WARDROOM, GALLEY, AND ASSIGNED STORAGE SPACES; MAINTAINS OFFICERS' LIVING QUARTERS; MAINTAINS RECORDS AND FINANCIAL ACCOUNTS OF THE MESS.

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